Inter-American Foundation 2020 Grantee Perception Report

Generated on October 20, 2020

CEP

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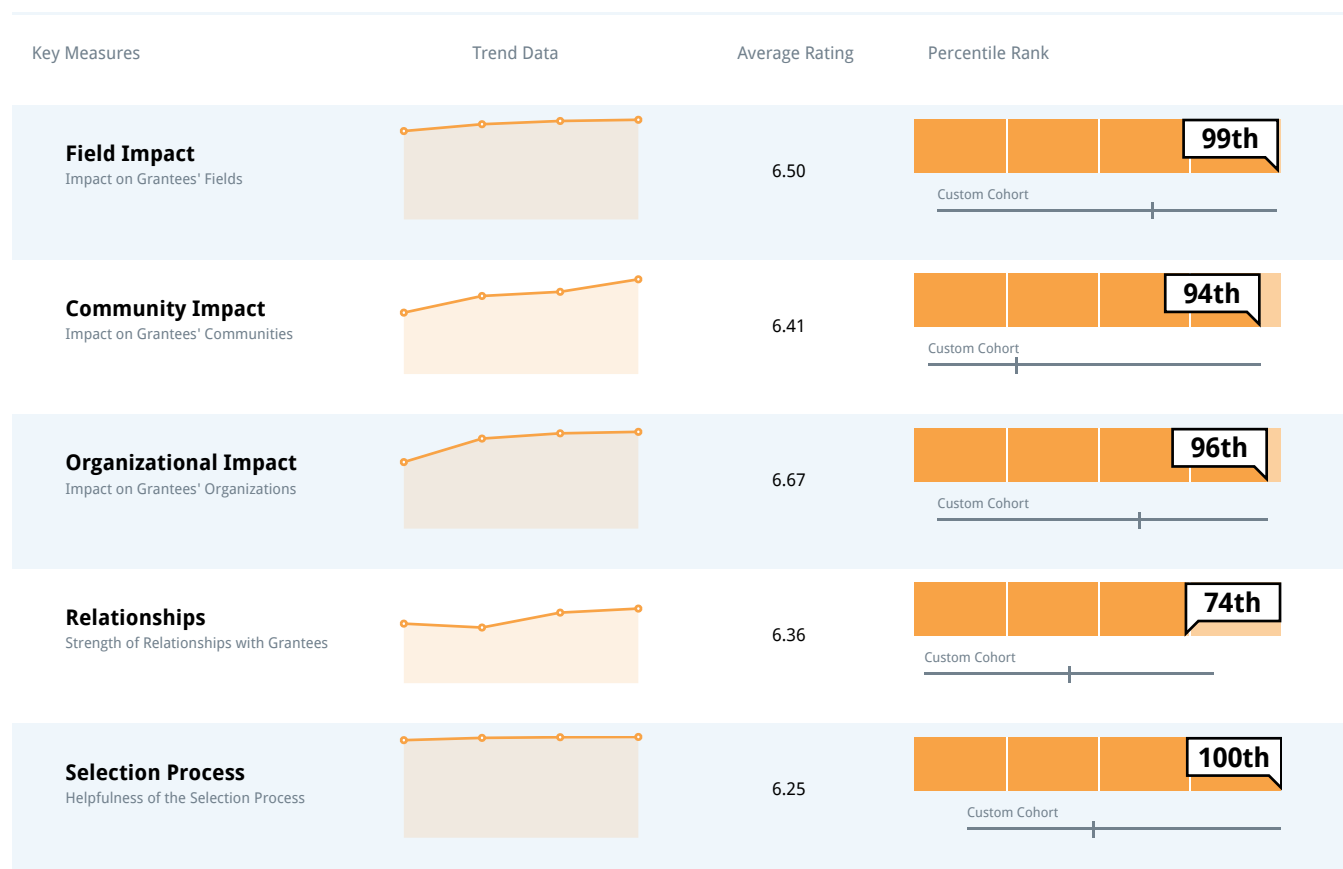San Francisco, CA 94105
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cep.org

The online version of this report can be accessed at cep.surveyresults.org

Key Ratings Summary

The following chart highlights a selection of your key results. Each of these data points corresponds to an individual survey measure that is displayed with additional detail in the subsequent pages of this report.

Key Measures	Trend Data	Average Rating	Percentile Rank
Field Impact Impact on Grantees' Fields		6.50	99th Custom Cohort
Community Impact Impact on Grantees' Communities		6.41	94th Custom Cohort
Organizational Impact Impact on Grantees' Organizations		6.67	96th Custom Cohort
Relationships Strength of Relationships with Grantees		6.36	74th Custom Cohort
Selection Process Helpfulness of the Selection Process		6.25	100th Custom Cohort

Interpreting Your Charts

Many of the charts in this report are shown in this format. See below for an explanation of the chart elements.
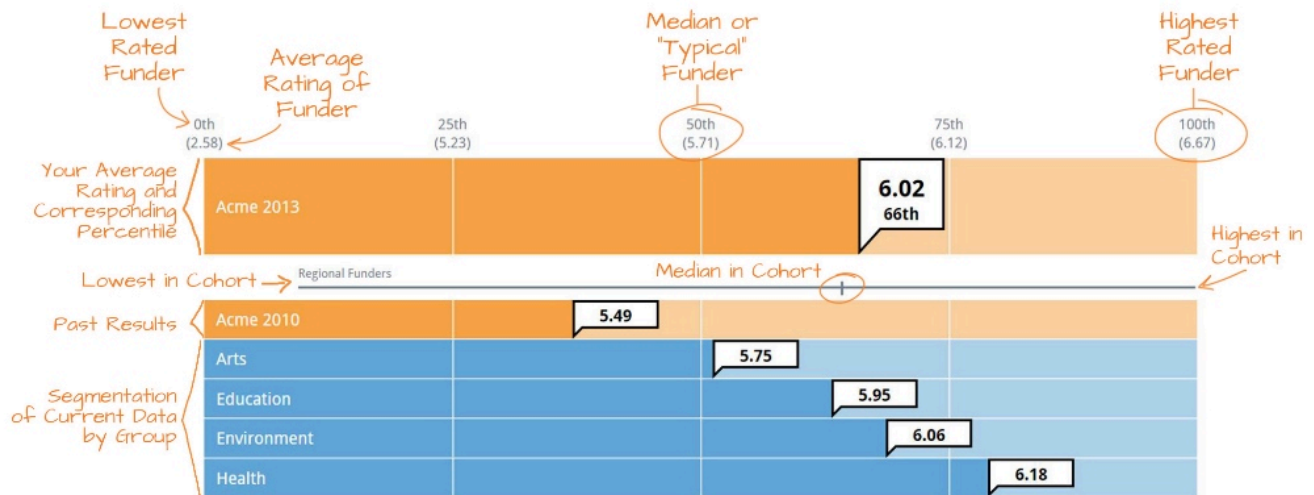
Missing data: Selected grantee ratings are not displayed in this report due to changes in the survey instrument, or when a question received fewer than 5 responses.

STATISTICAL SIGNIFICANCE OF CHANGES OVER TIME

CEP compares your past ratings to your current ratings, testing for statistically significant differences. An asterisk in your current results denotes a statistically significant difference between your current rating and the previous rating.

5.81*
60th

Survey Population

Survey	Survey Fielded	Survey Population	Number of Responses Received	Survey Response Rate
IAF 2020	June and July 2020	264	224	85%
IAF 2017	September and October 2017	211	142	67%
IAF 2014	October and November 2014	227	154	68%
IAF 2011	September and October 2011	225	188	84%

Throughout this report, Inter-American Foundation's survey results are compared to CEP's broader dataset of more than 40,000 grantees built up over more than a decade of grantee surveys of more than 300 funders. The full list of participating funders can be found at https://cep.org/gpr-participants/.

In order to protect the confidentiality of respondents results are not shown when CEP received fewer than five responses to a specific question.

Subgroups

In addition to showing IAF's overall ratings, this report shows ratings segmented by Organization Type. The online version of this report also shows ratings segmented by Country.

Methodology

Organization Type: Using grantees' survey responses, CEP tagged grantees based on their type of organization.

Grantee Country: Using IAF's original grantee list, CEP grouped grantees responses into regions. Countries included in each region are noted below.

Number of Responses by Subgroup

Organization Type	Number of Responses
Grassroots organization	84
Grassroots supporting NGOs	107
Community Foundations	12
Other	18

Grantee Country	Number of Responses
Andean Countries	53
Brazil	13
Southern Cone	15
Central America	27
Mexico	18
Northern Triangle	72
Caribbean Region	21
Other	5

Grouping	Countries included
	Bolivia
Andean Countries	Colombia
	Ecuador
	Peru

Brazil	Brazil
	Barbados
	Caribbean Region
Caribbean Region	*Dominican Republic*
	Haiti
	Jamaica
	Belize
Central America	Costa Rica
	Nicaragua
	Panama
Mexico	*Mexico*
	El Salvador
Northern Triangle	Guatemala
	Honduras
	Argentina
Southern Cone	*Chile*
	Paraguay
	Uruguay
	Latin America
Other	South Africa
	United States of America

Comparative Cohorts

Customized Cohort

IAF selected a set of 14 funders to create a smaller comparison group that more closely resembles IAF in scale and scope.

Custom Cohort
Ford Foundation
Gordon and Betty Moore Foundation
Inter-American Foundation
John D. and Catherine T. MacArthur Foundation
John S. and James L. Knight Foundation
Levi Strauss Foundation
Mama Cash
Oak Foundation
Rockefeller Brothers Fund
The David and Lucile Packard Foundation
The Rockefeller Foundation
The William and Flora Hewlett Foundation
Tinker Foundation Inc.
W.K. Kellogg Foundation

Standard Cohorts

CEP also included 16 standard cohorts to allow for comparisons to a variety of different types of funders.

Strategy Cohorts

Cohort Name	Count	Description
Small Grant Providers	40	Funders with median grant size of $20K or less
Large Grant Providers	90	Funders with median grant size of $200K or more
High Touch Funders	36	Funders for which a majority of grantees report having contact with their primary contact monthly or more often
Intensive Non-Monetary Assistance Providers	42	Funders that provide at least 30% of grantees with comprehensive or field-focused assistance as defined by CEP
Proactive Grantmakers	82	Funders that make at least 90% of grants by invitation only
Responsive Grantmakers	100	Funders that make at most 10% of grants by invitation only
International Funders	55	Funders that fund outside of their own country
European Funders	25	Funders that are headquartered in Europe

Annual Giving Cohorts

Cohort Name	Count	Description
Funders Giving Less Than $5 Million	58	Funders with annual giving of less than $5 million
Funders Giving $50 Million or More	70	Funders with annual giving of $50 million or more

Foundation Type Cohorts

Cohort Name	Count	Description
Private Foundations	158	All private foundations in the GPR dataset
Family Foundations	76	All family foundations in the GPR dataset
Community Foundations	34	All community foundations in the GPR dataset
Health Conversion Foundations	29	All health conversation foundations in the GPR dataset
Corporate Foundations	20	All corporate foundations in the GPR dataset

Other Cohorts

Cohort Name	Count	Description
Funders Outside the United States	39	Funders that are primarily based outside the United States
Recently Established Foundations	78	Funders that were established in 2000 or later
Funders Surveyed During COVID-19	23	Funders who surveyed grantees during COVID-19 (GPR only)

Grantmaking Characteristics

Foundations make different choices about the ways they organize themselves, structure their grants, and the types of grantees they support. The following charts and tables show some of these important characteristics. The information is based on self-reported data from funders and grantees, and further detail is available in the Contextual Data section of this report.

▌ Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($224K)	100th ($3300K)

IAF 2020	**$225K** 75th

Custom Cohort

IAF 2017	$259K
IAF 2014	$225K
IAF 2011	$234K
Grassroots organization	$217K
Grassroots supporting NGOs	$240K
Community Foundations	$133K
Other	$244K
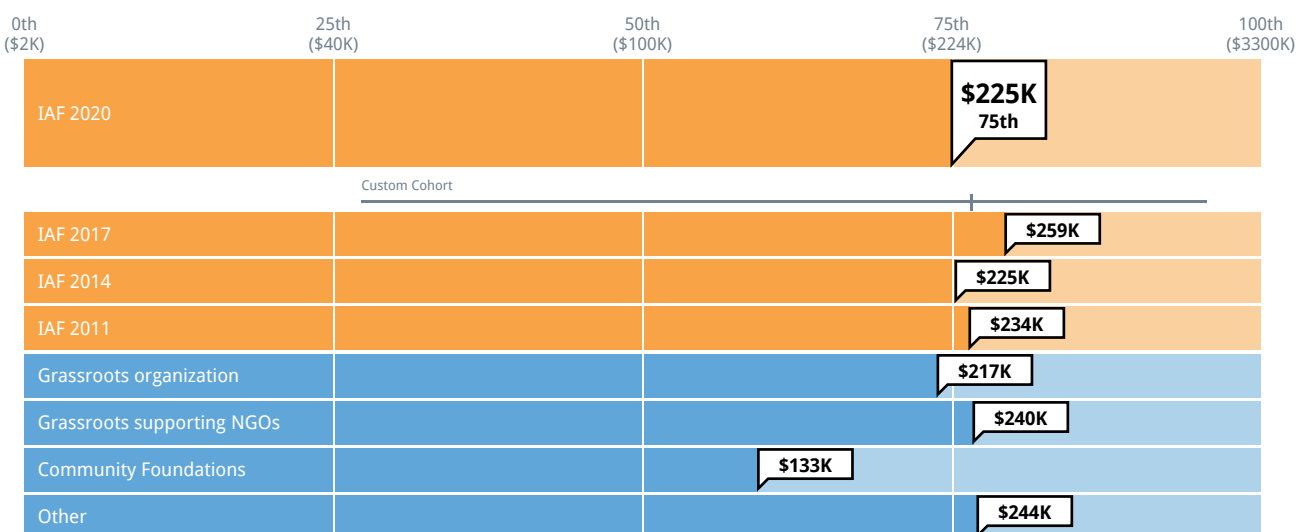
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

▌ Average Grant Length

	0th (1.0yrs)	25th (1.8yrs)	50th (2.2yrs)	75th (2.7yrs)	100th (7.9yrs)

IAF 2020	**3.8yrs*** 95th

Custom Cohort

IAF 2017	4.4yrs
IAF 2014	3.8yrs
IAF 2011	3.4yrs
Grassroots organization	4.0yrs
Grassroots supporting NGOs	3.9yrs
Community Foundations	2.1yrs
Other	3.2yrs
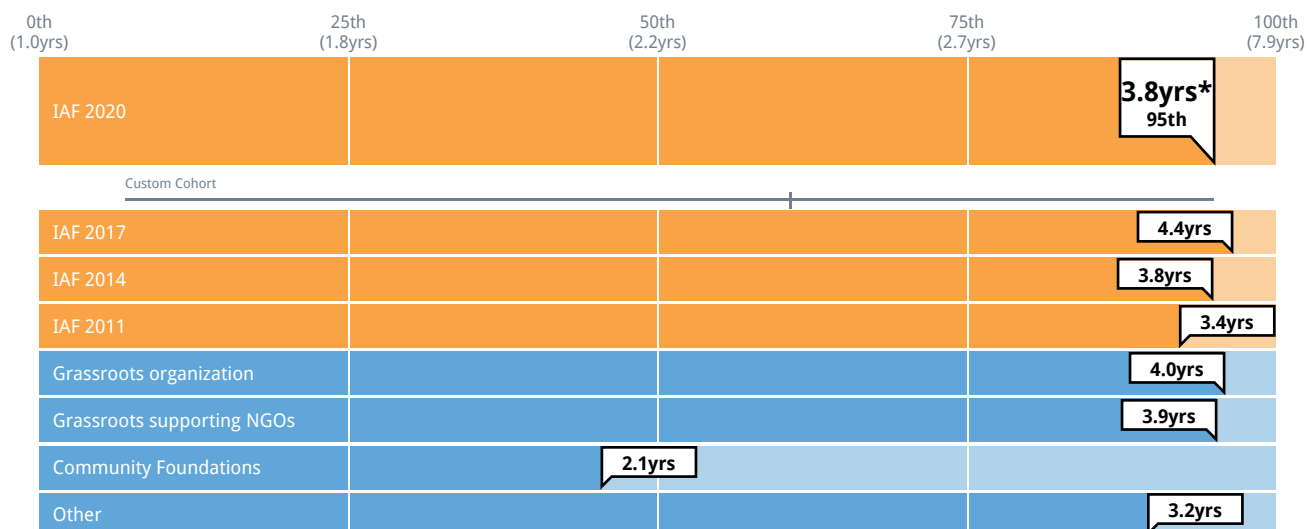
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Median Organizational Budget

0th ($0.0M)	25th ($0.8M)	50th ($1.5M)	75th ($3.0M)	100th ($30.0M)

$0.1M **3rd** IAF 2020

Custom Cohort

$0.1M IAF 2017

$0.1M IAF 2014

$0.2M IAF 2011

$0.1M Grassroots organization

$0.1M Grassroots supporting NGOs

$0.4M Community Foundations

Other **$0.4M**
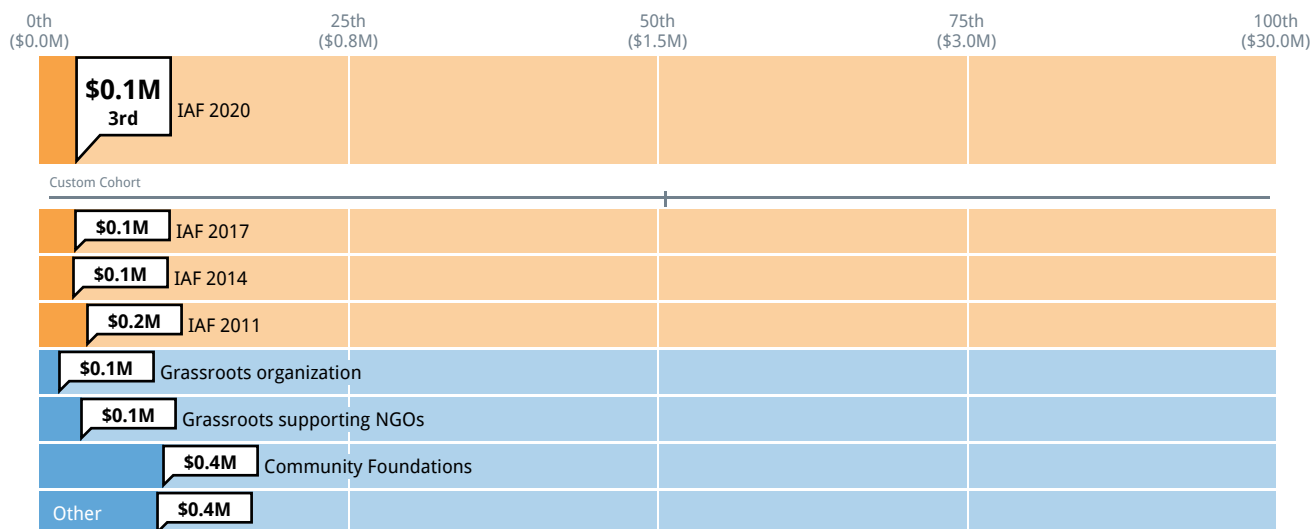
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Grant History	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Percentage of first-time grants	51%	54%	62%	78%	29%	34%

Program Staff Load	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Dollars awarded per program staff full-time employee	$0.7M	$0.6M	$1M	$0.7M	$2.7M	$3.1M
Applications per program full-time employee	36	30	43	26	27	16
Active grants per program full-time employee	14	11	18	13	31	25

Was the funding you received restricted to a specific use?

Proportion of grantees responding 'No, this funding was not restricted to a specific use (i.e. general operating, core support)'
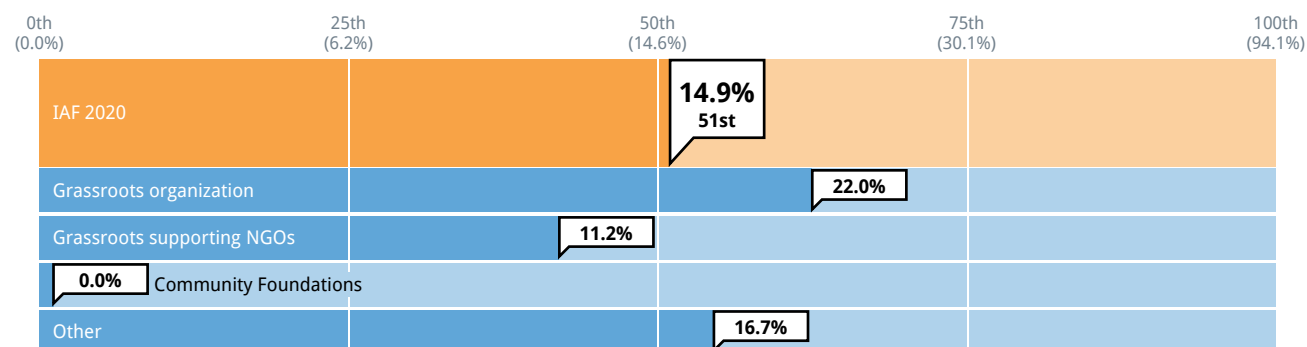
0th (0.0%)	25th (6.2%)	50th (14.6%)	75th (30.1%)	100th (94.1%)

IAF 2020 **14.9%** **51st**

Grassroots organization **22.0%**

Grassroots supporting NGOs **11.2%**

0.0% Community Foundations

Other **16.7%**

Cohort: None   **Past results:** on   **Subgroup:** Organization Type

Impact on and Understanding of Grantees' Fields

Overall, how would you rate IAF's impact on your field?

1 = No impact   **7** = Significant positive impact
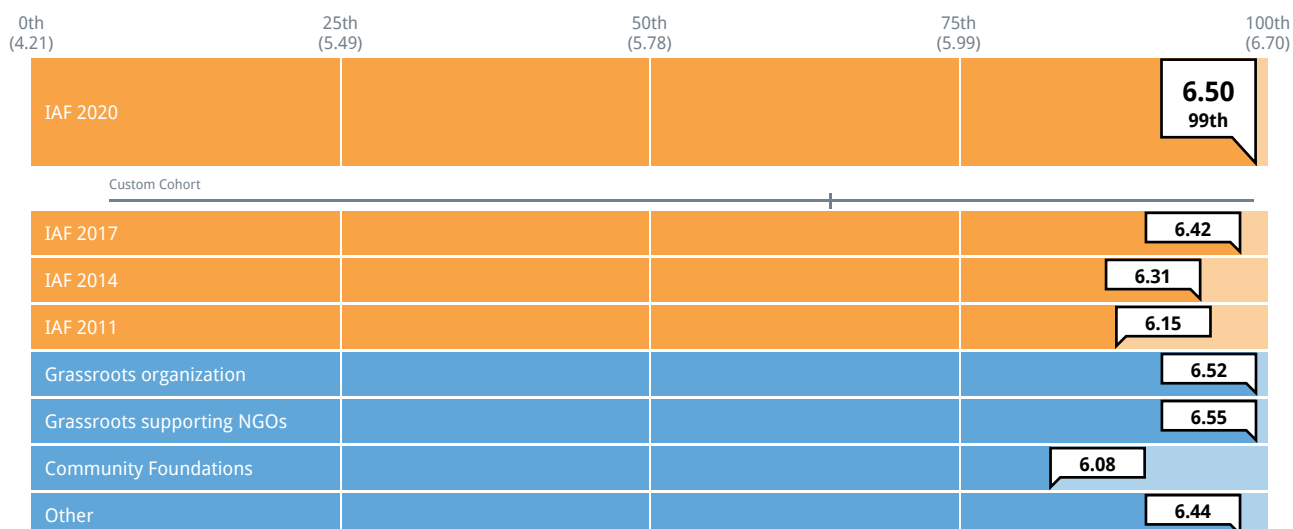
	0th (4.21)	25th (5.49)	50th (5.78)	75th (5.99)	100th (6.70)
IAF 2020					**6.50** 99th

Custom Cohort

IAF 2017				6.42	
IAF 2014				6.31	
IAF 2011				6.15	
Grassroots organization				6.52	
Grassroots supporting NGOs				6.55	
Community Foundations			6.08		
Other				6.44	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

How well does IAF understand the field in which you work?

1 = Limited understanding of the field   **7** = Regarded as an expert in the field

	0th (4.60)	25th (5.46)	50th (5.71)	75th (5.93)	100th (6.63)
IAF 2020				**5.94** 76th	

Custom Cohort

IAF 2017				6.01	
IAF 2014			5.88		
IAF 2011			5.70		
Grassroots organization				5.94	
Grassroots supporting NGOs			5.87		
Community Foundations				6.08	
Other				6.17	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Advancing Knowledge and Public Policy

To what extent has IAF advanced the state of knowledge in your field?

1 = Not at all   **7** = Leads the field to new thinking and practice

	0th (3.45)	25th (4.76)	50th (5.14)	75th (5.46)	100th (6.44)

IAF 2020 — **5.46** / **76th**

Custom Cohort

IAF 2017 — **5.55**
IAF 2014 — **5.35**
IAF 2011 — **5.38**
Grassroots organization — **5.68**
Grassroots supporting NGOs — **5.33**
Community Foundations — **5.08**
Other — **5.59**
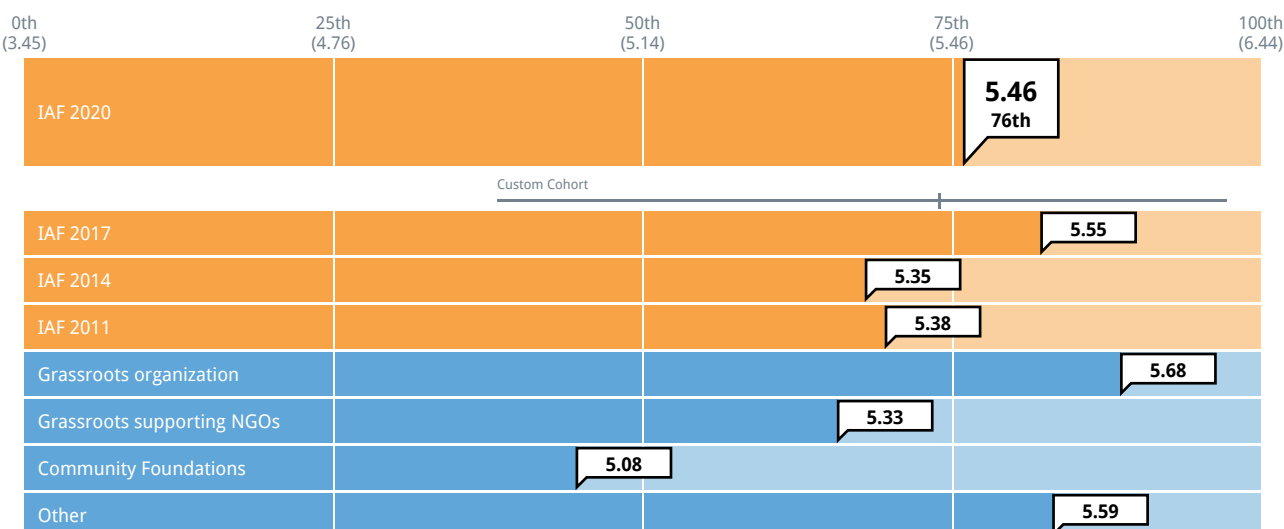
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent has IAF affected public policy in your field?

1 = Not at all   **7** = Major influence on shaping public policy

	0th (2.54)	25th (4.12)	50th (4.59)	75th (5.09)	100th (6.11)

3.39* / **5th** IAF 2020

Custom Cohort

IAF 2017 — **3.84**
IAF 2014 — **3.68**
IAF 2011 — **3.30**
Grassroots organization — **3.30**
Grassroots supporting NGOs — **3.55**
Community Foundations — **3.11**
Other — **3.14**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Impact on and Understanding of Grantees' Local Communities

Overall, how would you rate IAF's impact on your local community?

1 = No impact   **7** = Significant positive impact

	0th (2.52)	25th (5.16)	50th (5.71)	75th (6.06)	100th (6.69)
IAF 2020					6.41* 94th
Custom Cohort					
IAF 2017				6.18	
IAF 2014				6.12	
IAF 2011			5.88		
Grassroots organization				6.46	
Grassroots supporting NGOs				6.43	
Community Foundations				6.08	
Other				6.27	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

How well does IAF understand the local community in which you work?

1 = Limited understanding of the community   **7** = Regarded as an expert on the community

	0th (3.78)	25th (5.16)	50th (5.60)	75th (5.96)	100th (6.72)
IAF 2020			5.82 64th		
Custom Cohort					
IAF 2017			5.81		
IAF 2014		5.66			
IAF 2011		5.34			
Grassroots organization			5.87		
Grassroots supporting NGOs		5.70			
Community Foundations				6.08	
Other				6.00	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Impact on and Understanding of Grantees' Organizations

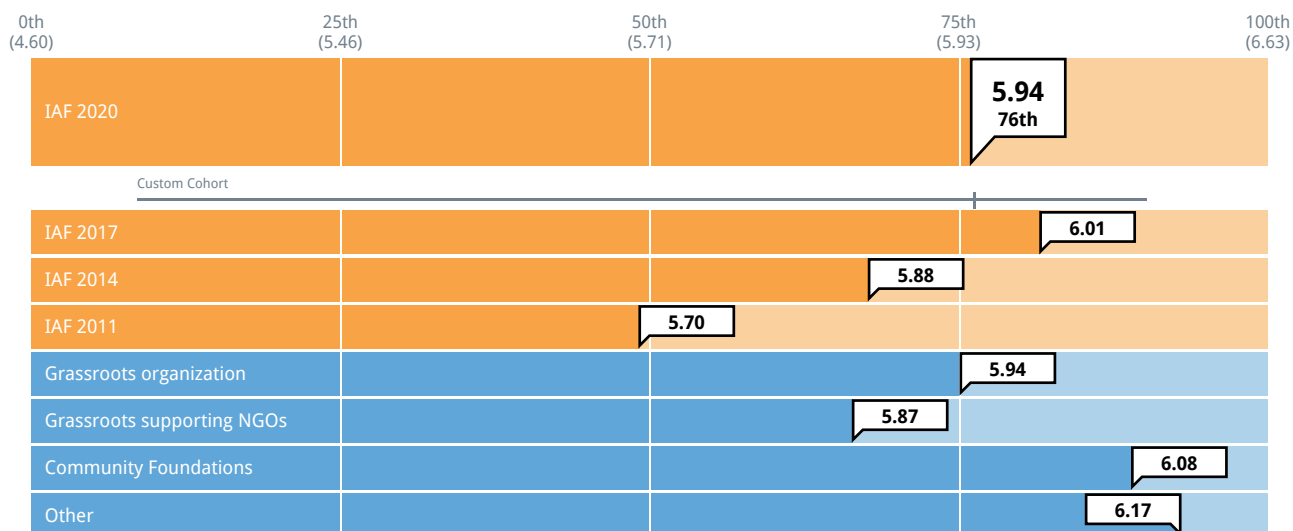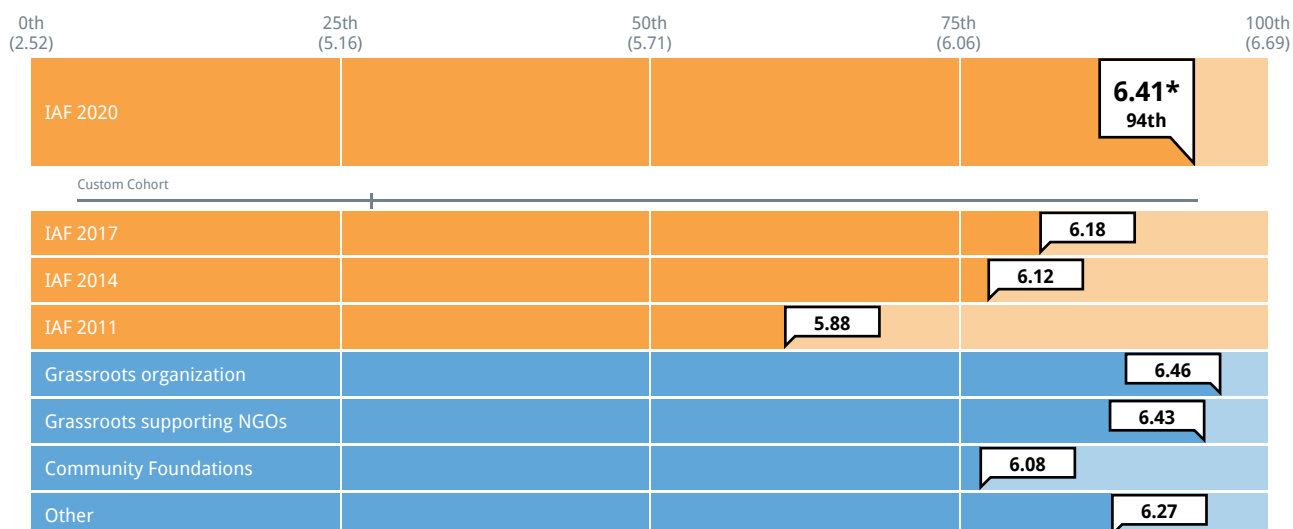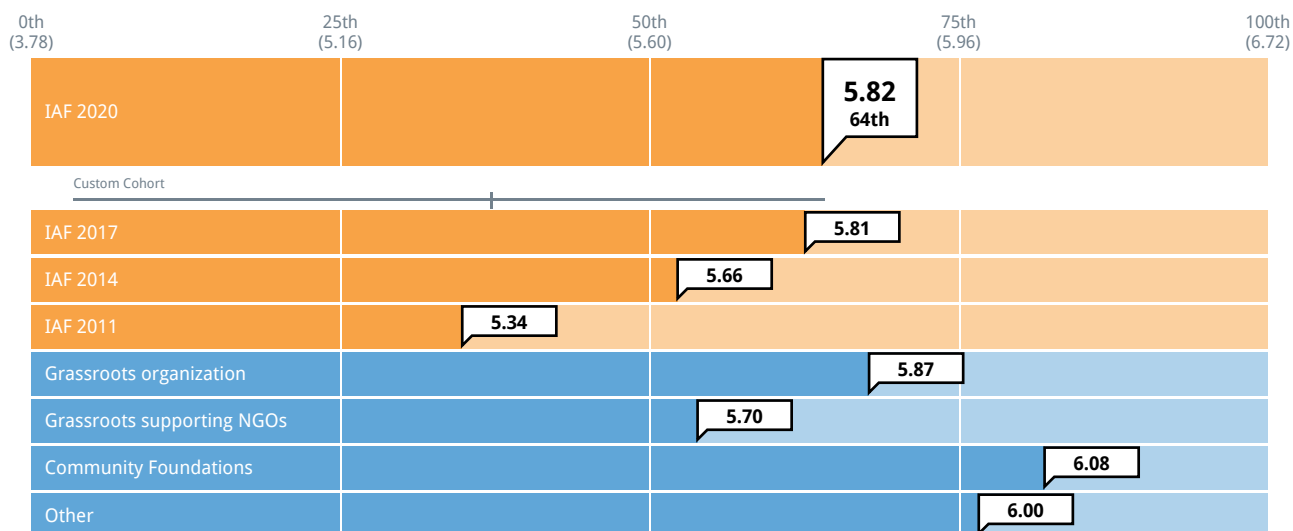**Overall, how would you rate IAF's impact on your organization?**

1 = No impact   **7** = Significant positive impact
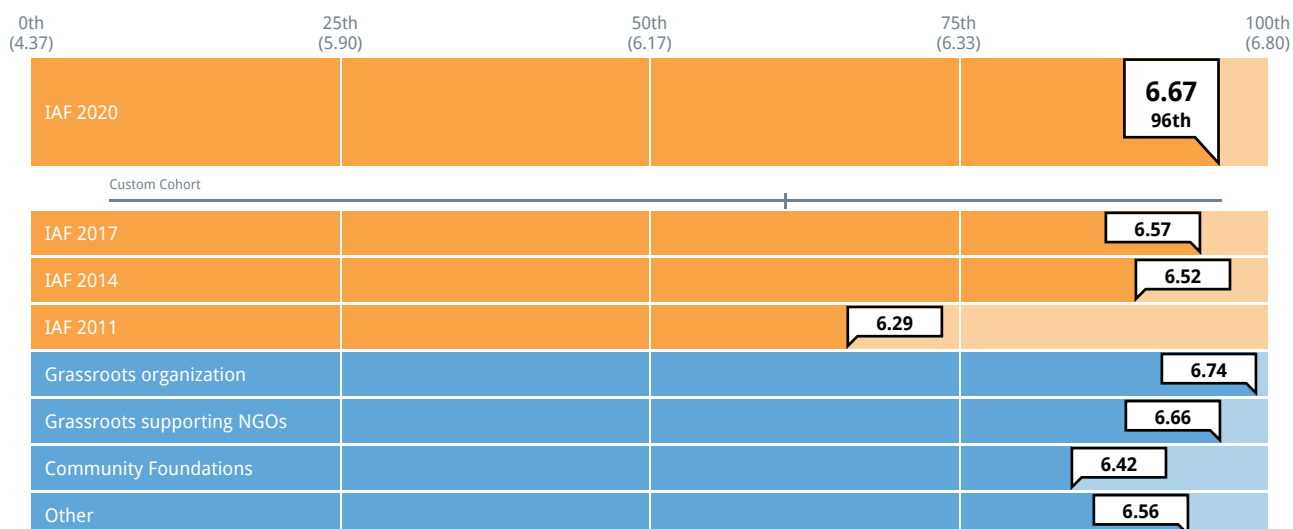
	0th (4.37)	25th (5.90)	50th (6.17)	75th (6.33)	100th (6.80)
IAF 2020					**6.67** 96th
Custom Cohort					
IAF 2017					6.57
IAF 2014					6.52
IAF 2011				6.29	
Grassroots organization					6.74
Grassroots supporting NGOs					6.66
Community Foundations					6.42
Other					6.56

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

How well does IAF understand your organization's strategy and goals?

1 = Limited understanding   **7** = Thorough understanding

	0th (3.69)	25th (5.58)	50th (5.79)	75th (5.99)	100th (6.60)
IAF 2020					**6.09** 84th
Custom Cohort					
IAF 2017					6.04
IAF 2014			5.86		
IAF 2011		5.73			
Grassroots organization					6.28
Grassroots supporting NGOs			5.92		
Community Foundations					6.08
Other					6.17
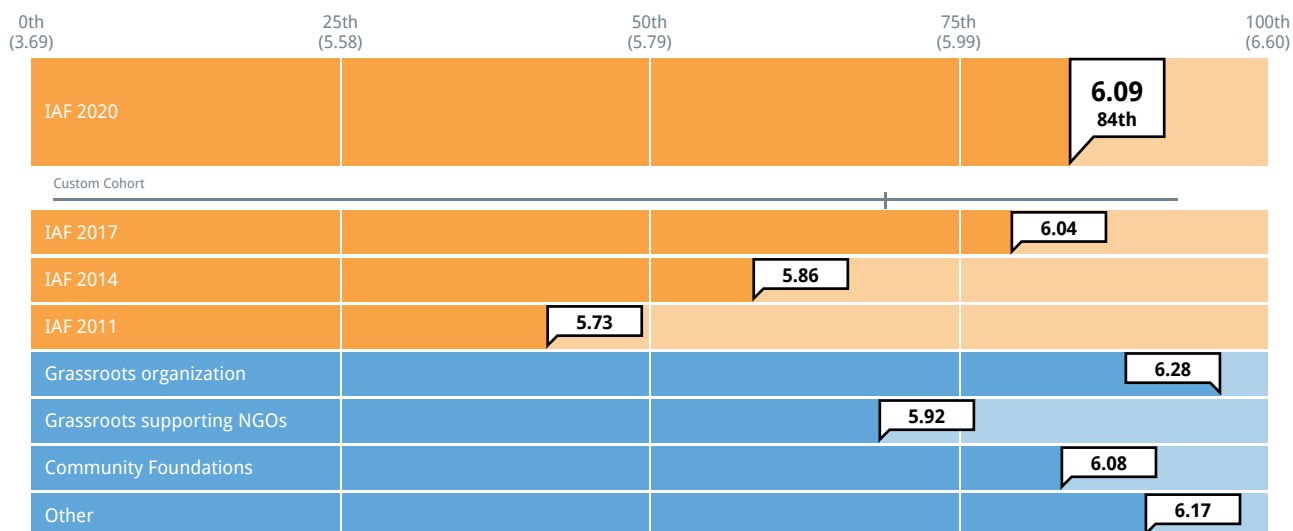
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Grantee Challenges

How aware is IAF of the challenges that your organization is facing?

1 = Not at all aware   **7** = Extremely aware

	0th (4.00)	25th (5.04)	50th (5.31)	75th (5.53)	100th (6.29)

IAF 2020 — **5.77** 94th

Custom Cohort

IAF 2017 — 5.91

IAF 2014 — 5.72

Grassroots organization — 5.88

Grassroots supporting NGOs — 5.68

Community Foundations — 5.75

Other — 5.89
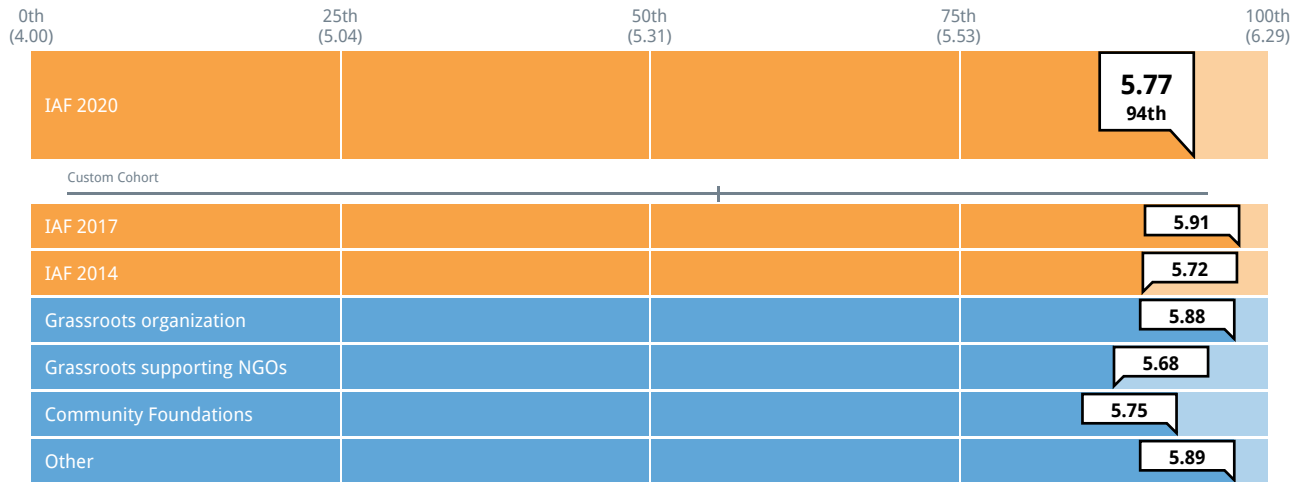
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Funder-Grantee Relationships

Funder-Grantee Relationships Summary Measure

The quality of interactions and the clarity and consistency of communications together create the larger construct that CEP refers to as "relationships." The relationships measure below is an average of grantee ratings on the following measures:

1. Fairness of treatment by IAF
2. Comfort approaching IAF if a problem arises
3. Responsiveness of IAF staff
4. Clarity of communication of IAF's goals and strategy
5. Consistency of information provided by different communications

Funder-Grantee Relationships Summary Measure

1 = Very negative   **7** = Very positive

	0th (4.80)	25th (6.03)	50th (6.20)	75th (6.37)	100th (6.72)
IAF 2020				**6.36** 74th	

Custom Cohort

IAF 2017				6.33	
IAF 2014			6.22		
IAF 2011			6.25		
Grassroots organization					6.49
Grassroots supporting NGOs				6.33	
Community Foundations				6.34	
Other	5.97				
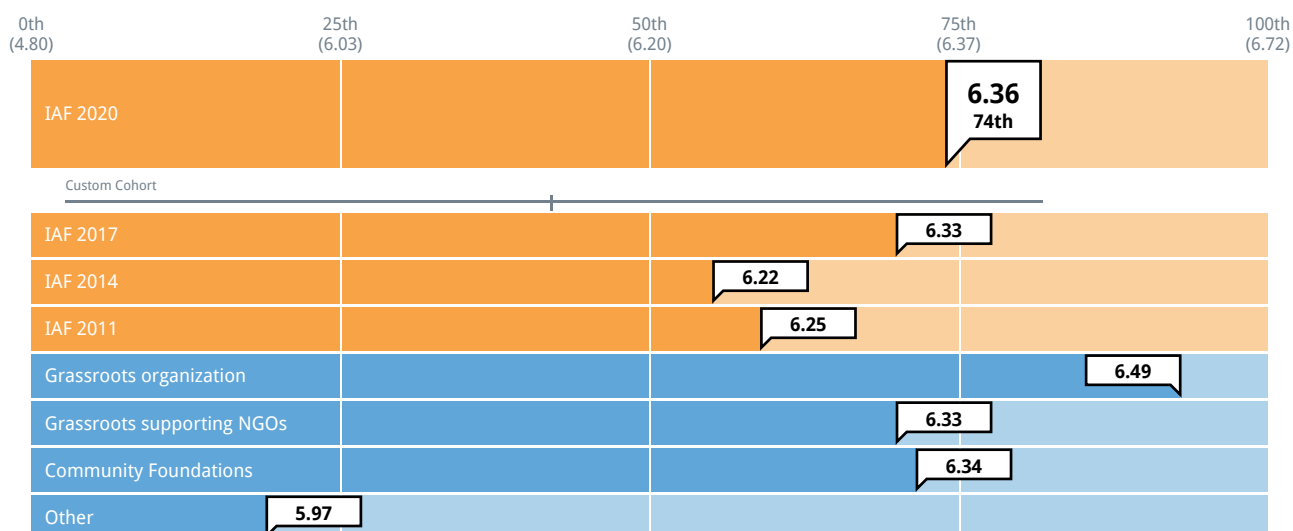
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Quality of Interactions

Overall, how fairly did IAF treat you?

1 = Not at all fairly   **7** = Extremely fairly

	0th (5.12)	25th (6.39)	50th (6.55)	75th (6.68)	100th (6.95)
IAF 2020			6.60* 58th		
		Custom Cohort			
IAF 2017	6.46				
IAF 2014	6.48				
IAF 2011	6.46				
Grassroots organization			6.67		
Grassroots supporting NGOs			6.59		
Community Foundations			6.58		
Other	6.28				
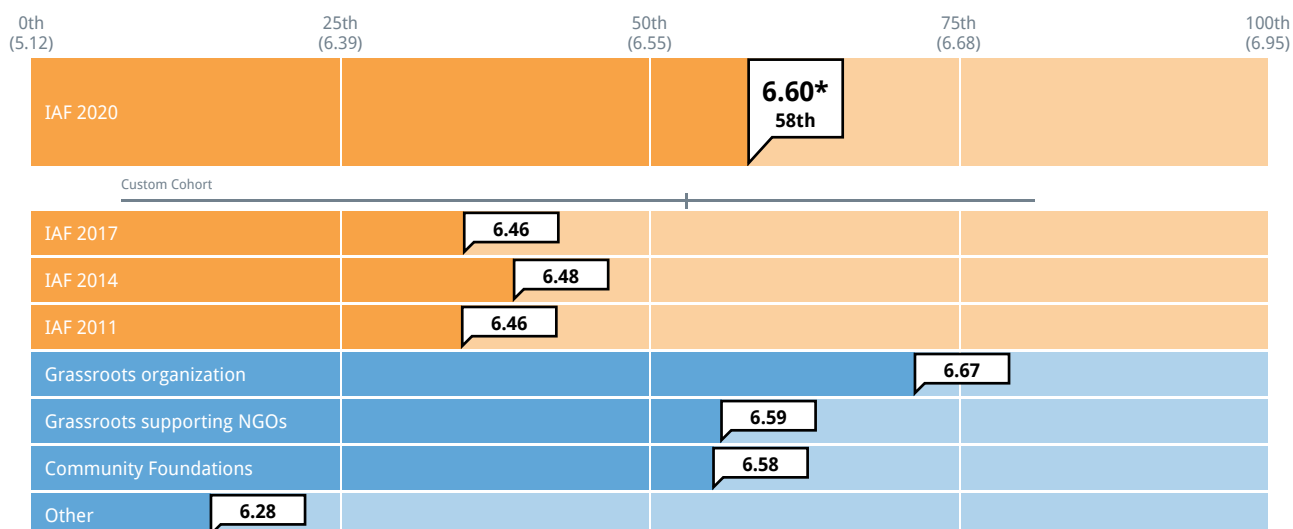
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

How comfortable do you feel approaching IAF if a problem arises?

1 = Not at all comfortable   **7** = Extremely comfortable

	0th (4.80)	25th (6.06)	50th (6.23)	75th (6.40)	100th (6.84)
IAF 2020					6.52 91st
		Custom Cohort			
IAF 2017				6.44	
IAF 2014				6.41	
IAF 2011			6.25		
Grassroots organization				6.57	
Grassroots supporting NGOs				6.50	
Community Foundations				6.50	
Other				6.53	
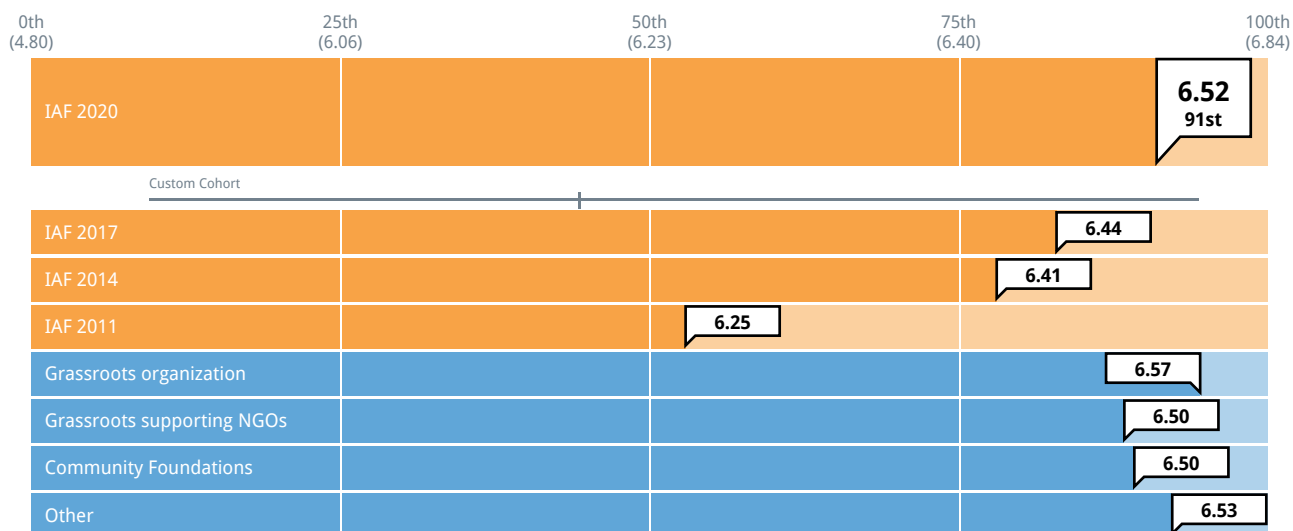
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Overall, how responsive was IAF staff?

1 = Not at all responsive   **7** = Extremely responsive
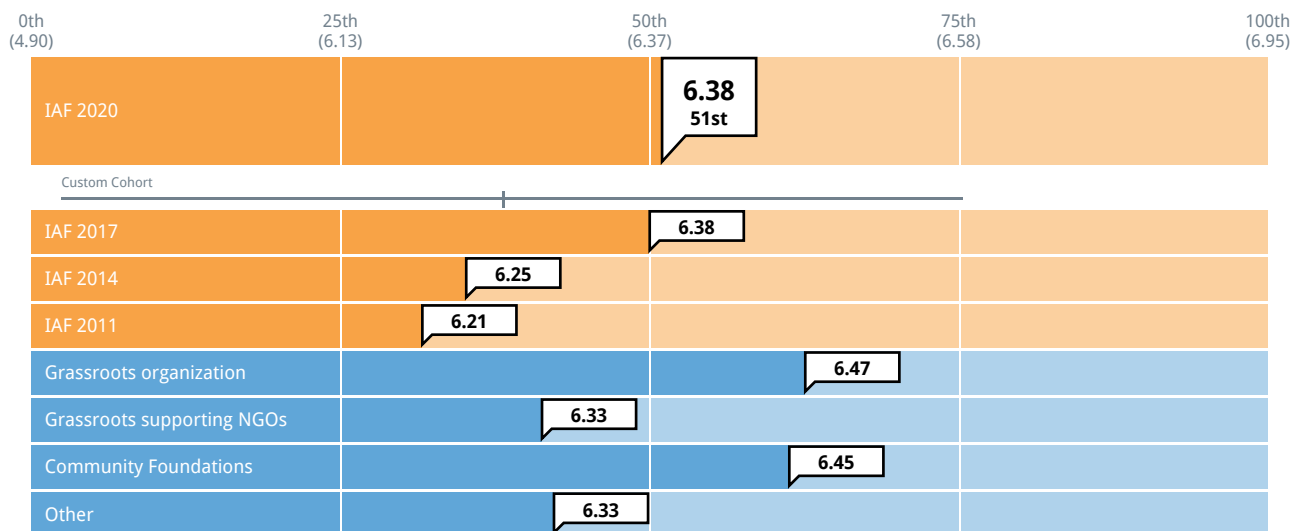
0th (4.90)	25th (6.13)	50th (6.37)	75th (6.58)	100th (6.95)

IAF 2020 — 6.38 51st

Custom Cohort

IAF 2017 — 6.38
IAF 2014 — 6.25
IAF 2011 — 6.21
Grassroots organization — 6.47
Grassroots supporting NGOs — 6.33
Community Foundations — 6.45
Other — 6.33

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent did IAF exhibit trust in your organization's staff during this grant?

1 = Not at all   **4** = Somewhat   **7** = To a great extent

0th (5.93)	25th (6.21)	50th (6.40)	75th (6.50)	100th (6.75)

IAF 2020 — 6.54 81st

Grassroots organization — 6.57
Grassroots supporting NGOs — 6.58
Community Foundations — 6.25
Other — 6.44
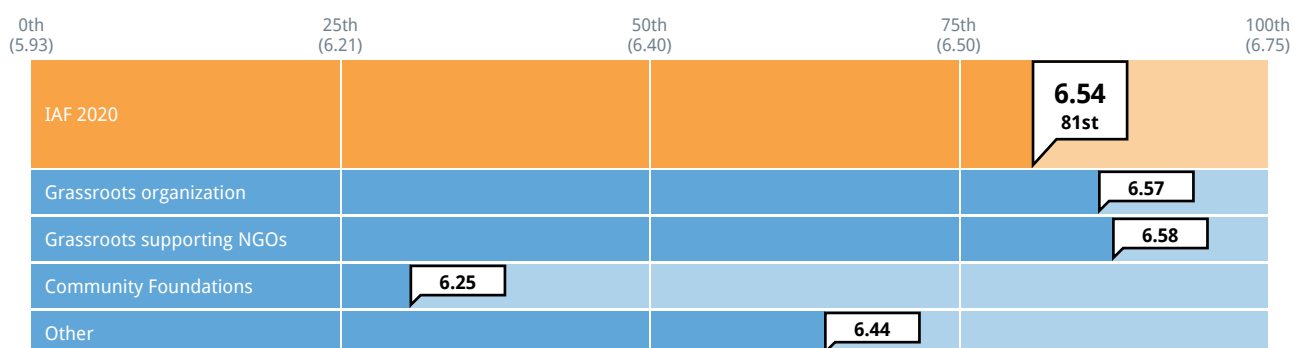
Cohort: None   **Past results:** on   **Subgroup:** Organization Type

To what extent did IAF exhibit candor about IAF's perspectives on your work during this grant?

1 = Not at all   **4** = Somewhat   **7** = To a great extent

	0th (5.07)	25th (5.88)	50th (6.08)	75th (6.20)	100th (6.52)
IAF 2020				**6.47** 96th	
Grassroots organization				6.43	
Grassroots supporting NGOs					6.50
Community Foundations					6.50
Other				6.39	
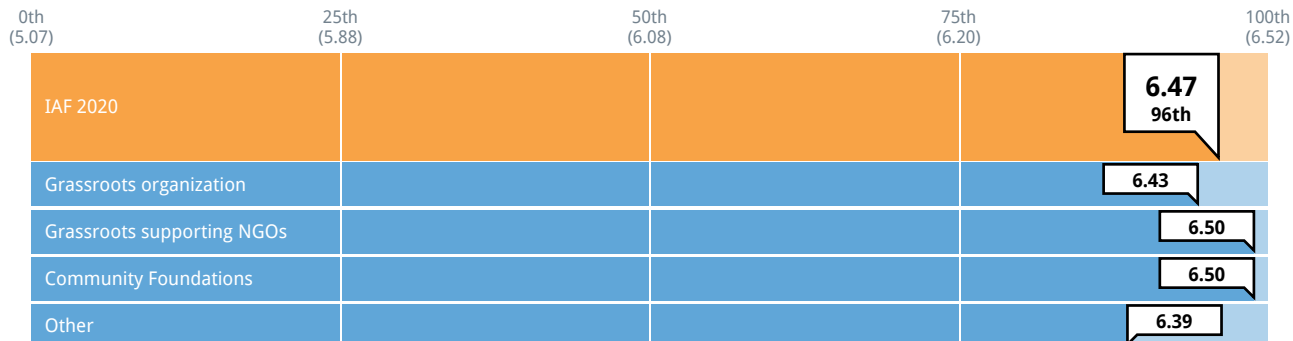
Cohort: None   **Past results:** on   **Subgroup:** Organization Type

To what extent did IAF exhibit respectful interaction during this grant?

1 = Not at all   **4** = Somewhat   **7** = To a great extent

	0th (6.12)	25th (6.46)	50th (6.61)	75th (6.73)	100th (7.00)
IAF 2020				**6.73** 74th	
Grassroots organization				6.77	
Grassroots supporting NGOs				6.74	
Community Foundations		6.58			
Other			6.61		
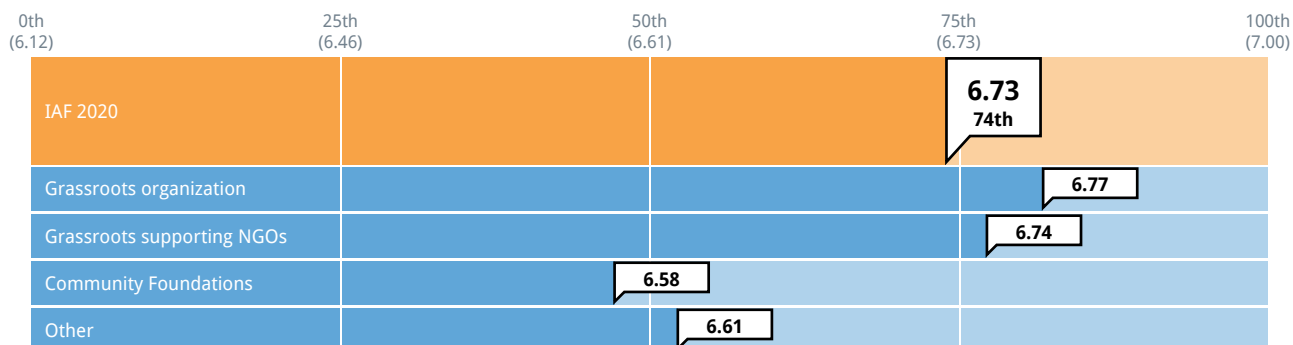
Cohort: None   **Past results:** on   **Subgroup:** Organization Type

To what extent did IAF exhibit compassion for those affected by your work during this grant?

1 = Not at all   **4** = Somewhat   **7** = To a great extent

	0th (5.41)	25th (6.24)	50th (6.40)	75th (6.55)	100th (6.94)
IAF 2020				**6.48** 63rd	
Grassroots organization			6.41		
Grassroots supporting NGOs				6.59	
Community Foundations		6.25			
Other		6.33			
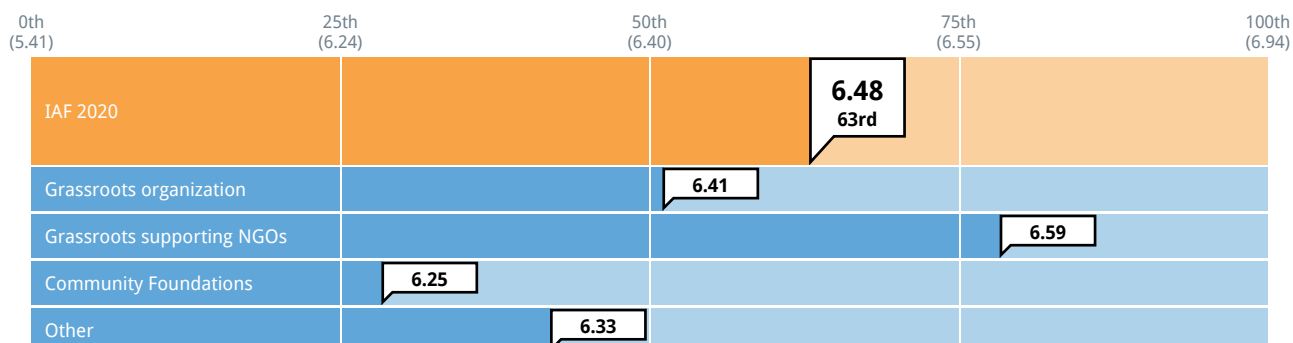
Cohort: None   **Past results:** on   **Subgroup:** Organization Type

Interaction Patterns

"How often do/did you have contact with your program officer during this grant?"

Legend: ■ Yearly or less often ■ Once every few months ■ Monthly or more often

IAF 2020	47%	52%
IAF 2017	5% / 38%	57%
IAF 2014	50%	47%
IAF 2011	4% / 48%	48%
Custom Cohort	12% / 61%	27%
Average Funder	18% / 55%	27%
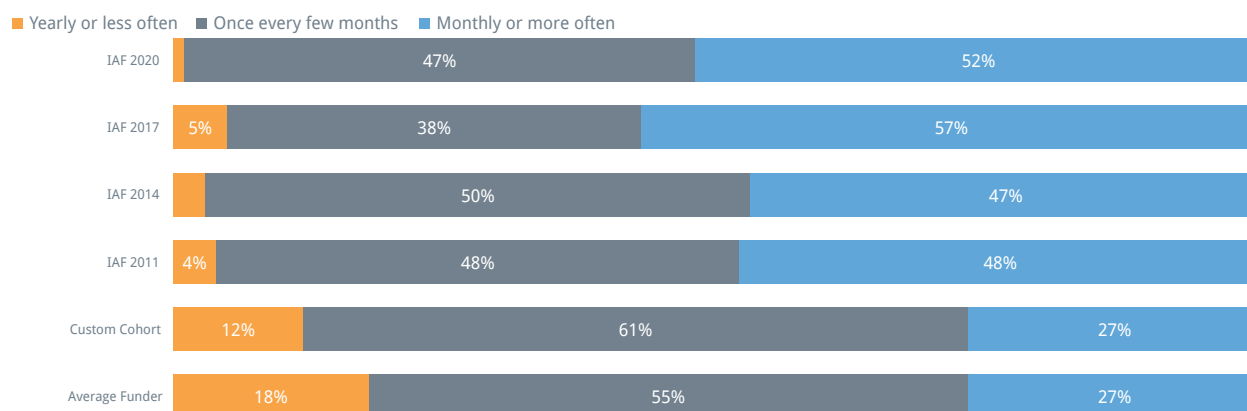
Cohort: Custom Cohort   **Past results:** on

"How often do/did you have contact with your program officer during this grant?" (By Subgroup)

Legend: ■ Yearly or less often ■ Once every few months ■ Monthly or more often

Grassroots organization	43%	55%
Grassroots supporting NGOs	50%	50%
Community Foundations	25%	75%
Other	50%	50%
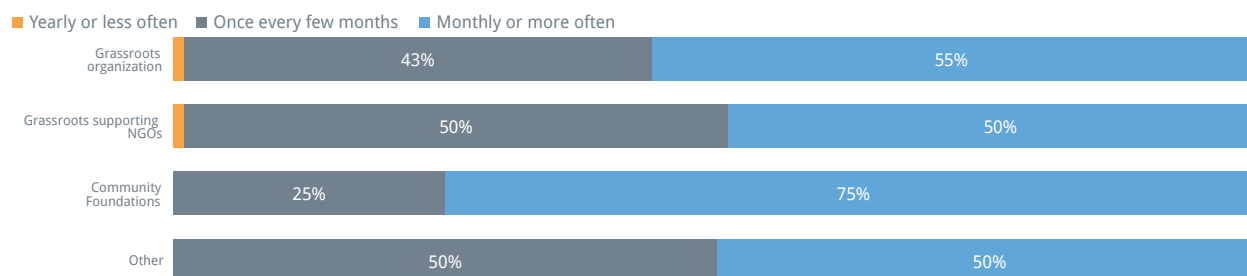
Subgroup: Organization Type

"Who most frequently initiated the contact you had with your program officer?"

Legend: ■ Program Officer ■ Both of equal frequency ■ Grantee

IAF 2020	23%	63%	13%
IAF 2017	18%	65%	15%
IAF 2014	14%	69%	16%
IAF 2011	20%	65%	13%
Custom Cohort	13%	49%	33%
Average Funder	15%	48%	31%
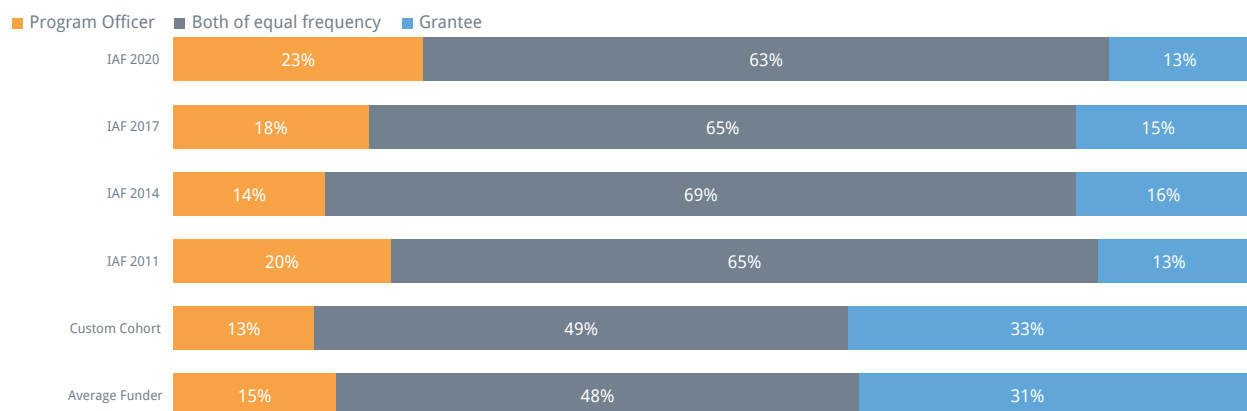
Cohort: Custom Cohort   **Past results:** on

"Who most frequently initiated the contact you had with your program officer?" (By Subgroup)

■ Program Officer   ■ Both of equal frequency   ■ Grantee

Grassroots organization	19% · 67% · 13%	
Grassroots supporting NGOs	25% · 59% · 16%	
Community Foundations	42% · 58%	
Other	17% · 72% · 11%	
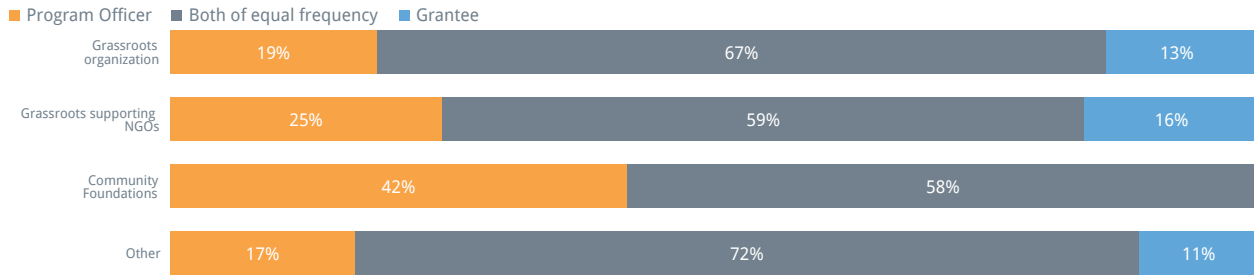
Subgroup: Organization Type

Contact Change and Site Visits

Has your main contact at IAF changed in the past six months?

Proportion of grantees responding 'Yes'

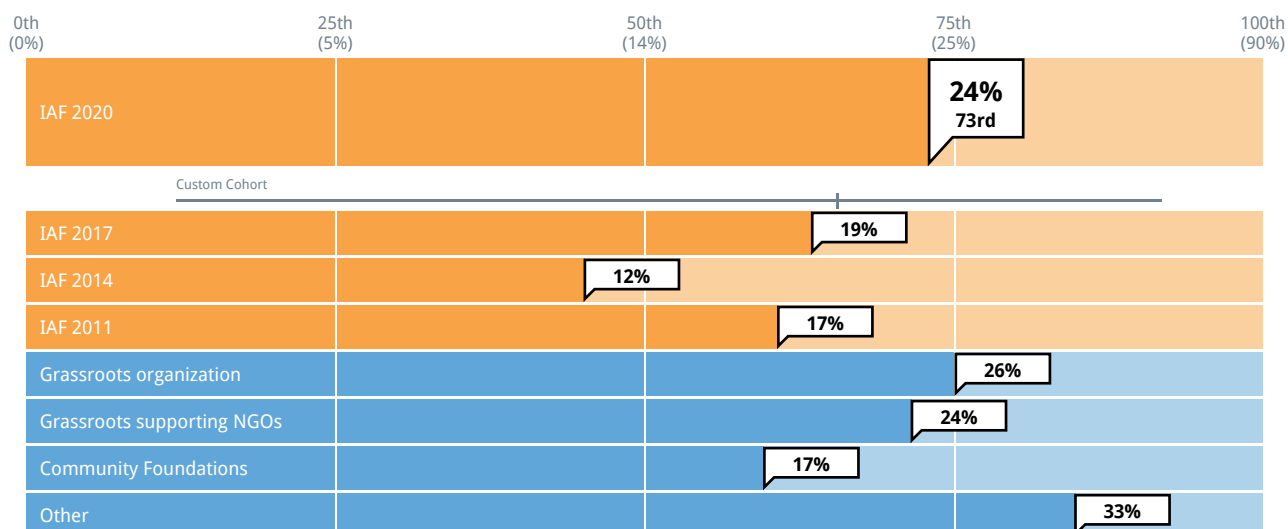|	0th (0%)	25th (5%)	50th (14%)	75th (25%)	100th (90%)
IAF 2020				**24%** 73rd	

Custom Cohort

IAF 2017			19%		
IAF 2014		12%			
IAF 2011			17%		
Grassroots organization				26%	
Grassroots supporting NGOs				24%	
Community Foundations			17%		
Other				33%	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Did IAF conduct a site visit during the course of this grant?

Proportion of grantees responding 'Yes'

	0th (5%)	25th (36%)	50th (49%)	75th (70%)	100th (100%)
IAF 2020					**98%** 99th

Custom Cohort

IAF 2017					99%
IAF 2014					97%
IAF 2011					99%
Grassroots organization					100%
Grassroots supporting NGOs					97%
Community Foundations					100%
Other					88%
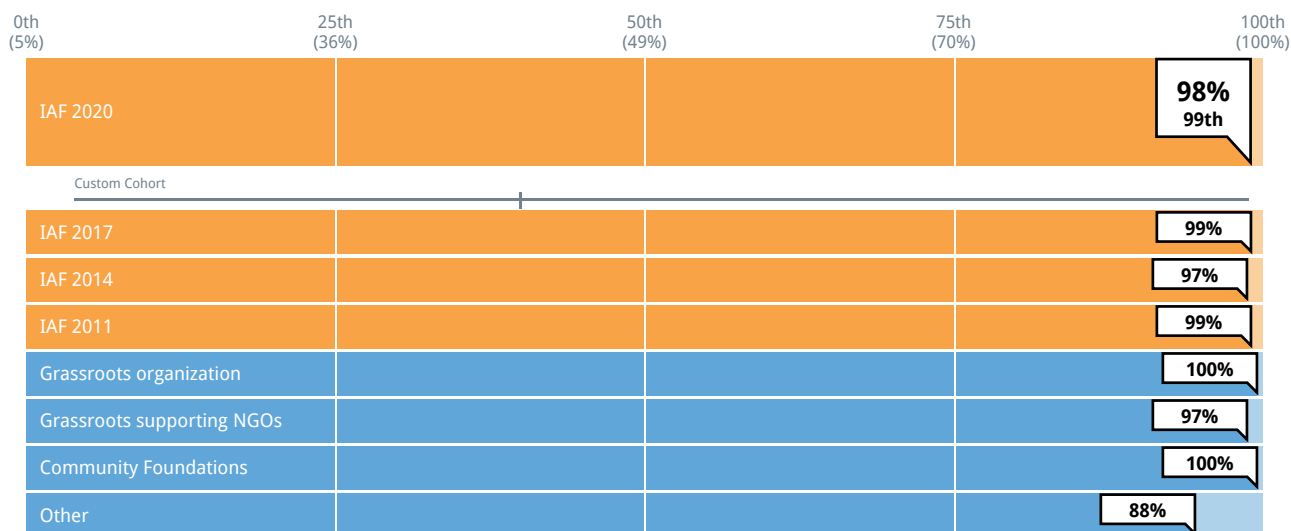
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Communication

How clearly has IAF communicated its goals and strategy to you?

1 = Not at all clearly   7 = Extremely clearly

	0th (3.65)	25th (5.52)	50th (5.77)	75th (5.98)	100th (6.48)

IAF 2020 — 6.14, 88th
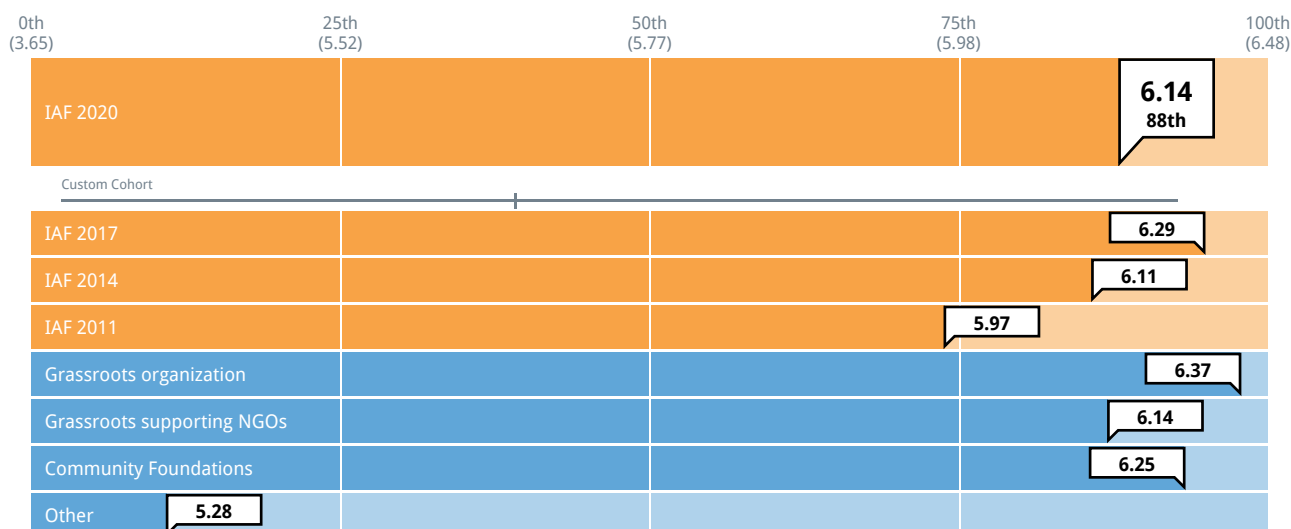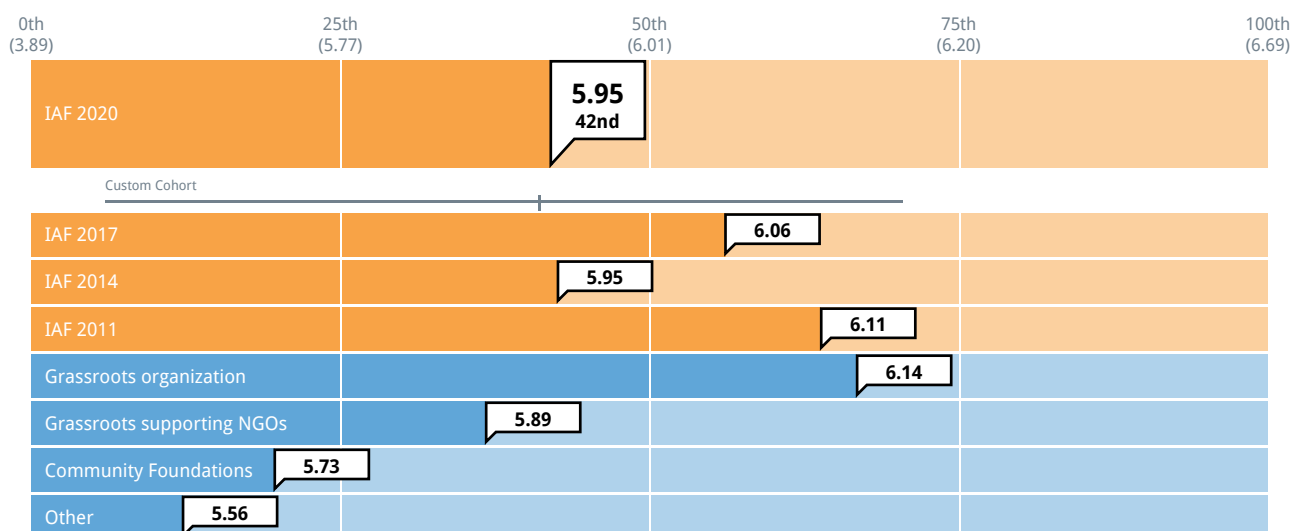
Custom Cohort

IAF 2017	6.29
IAF 2014	6.11
IAF 2011	5.97
Grassroots organization	6.37
Grassroots supporting NGOs	6.14
Community Foundations	6.25
Other	5.28

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

How consistent was the information provided by different communication resources, both personal and written, that you used to learn about IAF?

1 = Not at all consistent   7 = Completely consistent

	0th (3.89)	25th (5.77)	50th (6.01)	75th (6.20)	100th (6.69)

IAF 2020 — 5.95, 42nd

Custom Cohort

|	
IAF 2017	6.06
IAF 2014	5.95
IAF 2011	6.11
Grassroots organization	6.14
Grassroots supporting NGOs	5.89
Community Foundations	5.73
Other	5.56

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

The following question was recently added to the grantee survey and depicts comparative data from 24 funders in the grantee dataset.

How well do you understand the way in which the work funded by this grant fits into IAF's broader efforts?

1 = Limited understanding   **7** = Thorough understanding

■ IAF 2020   ■ Median Funder

Understanding of fit into IAF's broader efforts

IAF 2020	5.56
Median Funder	5.54
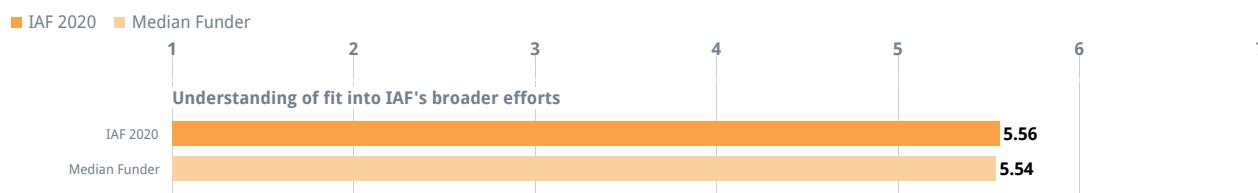
Cohort: None   **Past results:** on

How well do you understand the way in which the work funded by this grant fits into IAF's broader efforts? - By Subgroup

1 = Limited understanding   **7** = Thorough understanding

■ Grassroots organization   ■ Grassroots supporting NGOs   ■ Community Foundations   ■ Other

Understanding of fit into IAF's broader efforts

Grassroots organization	5.78
Grassroots supporting NGOs	5.49
Community Foundations	5.92
Other	4.94
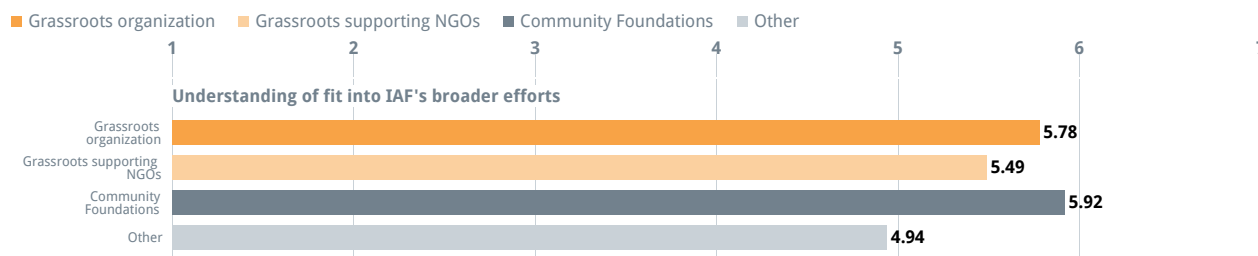
Subgroup: Organization Type

Openness

To what extent is IAF open to ideas from grantees about its strategy?

1 = Not at all   **7** = To a great extent

	0th (4.14)	25th (5.08)	50th (5.34)	75th (5.56)	100th (6.34)
IAF 2020					6.34* 100th

Custom Cohort

IAF 2017					6.11
Grassroots organization					6.50
Grassroots supporting NGOs					6.23
Community Foundations					6.58
Other					6.11
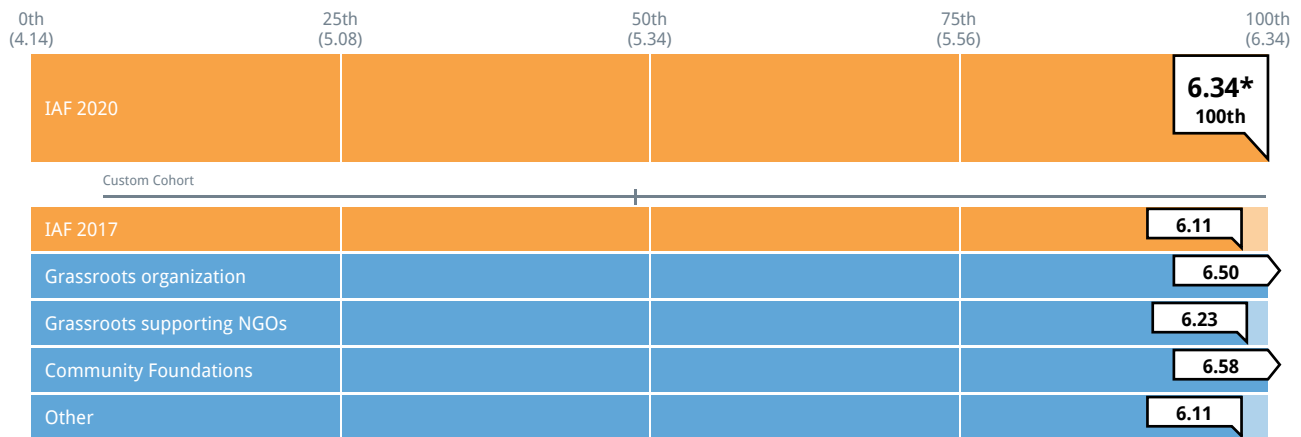
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Top Predictors of Relationships

CEP's research has shown that the strongest predictors of the strength of funder-grantee relationships are transparency and understanding.

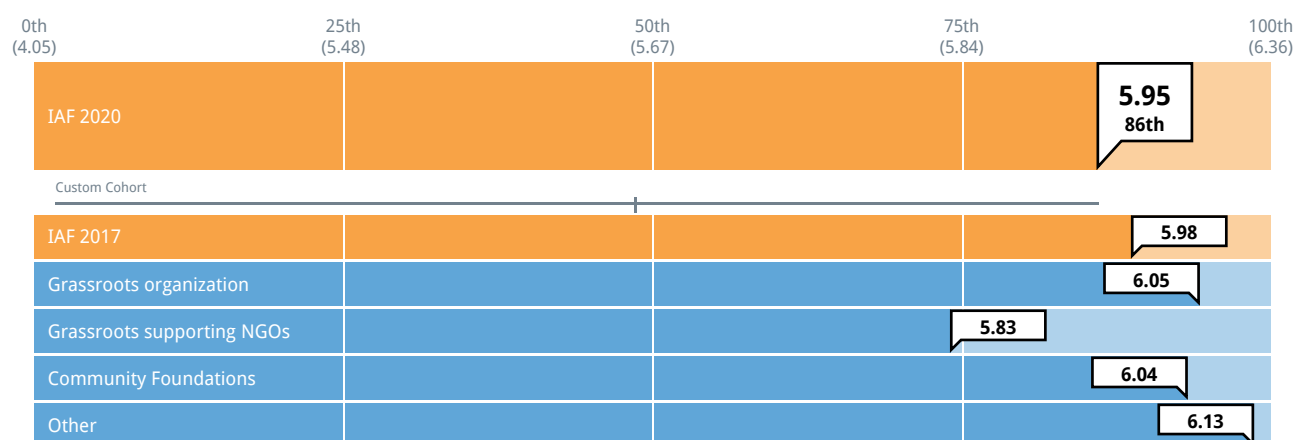Seven related measures of understanding, together create the larger construct that CEP refers to as "understanding". The understanding summary measure below is an average of ratings on the following measures:

- IAF's understanding of partner organizations' **strategy and goals**
- IAF's awareness of partner **organizations' challenges**
- IAF's understanding of the **fields** in which partners work
- IAF's understanding of partners' **local communities**
- IAF's understanding of the **social, cultural, or socioeconomic factors** that affect partners' work
- IAF's understanding of intended **beneficiaries' needs**
- Extent to which IAF's **funding priorities** reflect a deep understanding of partners' intended beneficiaries' needs

Understanding Summary Measure

1 = Very negative   **7** = Very positive

	0th (4.05)	25th (5.48)	50th (5.67)	75th (5.84)	100th (6.36)
IAF 2020					5.95 / 86th

Custom Cohort

IAF 2017				5.98
Grassroots organization				6.05
Grassroots supporting NGOs			5.83	
Community Foundations				6.04
Other				6.13

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Overall, how transparent is IAF with your organization?

1 = Not at all transparent   **7** = Extremely transparent

	0th (3.69)	25th (5.50)	50th (5.77)	75th (5.98)	100th (6.55)
IAF 2020					6.55 / 100th

Custom Cohort

IAF 2017				6.43
IAF 2014				6.28
Grassroots organization				6.66
Grassroots supporting NGOs				6.53
Community Foundations				6.58
Other				6.24
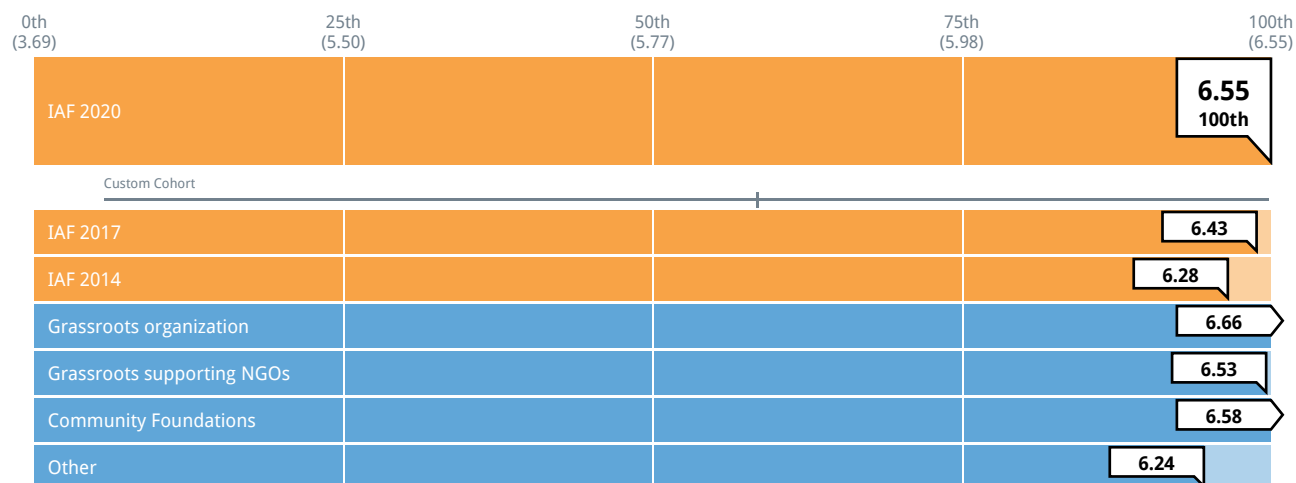
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Beneficiary and Contextual Understanding

How well does IAF understand the social, cultural, or socioeconomic factors that affect your work?

1 = Limited understanding   **7** = Thorough understanding

	0th (4.24)	25th (5.45)	50th (5.69)	75th (5.90)	100th (6.54)

IAF 2020 — **5.92** 77th

Custom Cohort

IAF 2017 — 6.04
IAF 2014 — 5.83
Grassroots organization — 5.91
Grassroots supporting NGOs — 5.89
Community Foundations — 6.08
Other — 6.06

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

In the following questions, we use the term "beneficiaries" to refer to those your organization seeks to serve through the services and/or programs it provides. Beneficiaries are often called end users, clients, constituents, or participants.

How well does IAF understand your intended beneficiaries' needs?

1 = Limited understanding   **7** = Thorough understanding

	0th (4.00)	25th (5.48)	50th (5.67)	75th (5.87)	100th (6.46)

IAF 2020 — **5.94** 84th

Custom Cohort

IAF 2017 — 6.01
Grassroots organization — 5.96
Grassroots supporting NGOs — 5.91
Community Foundations — 6.08
Other — 5.94
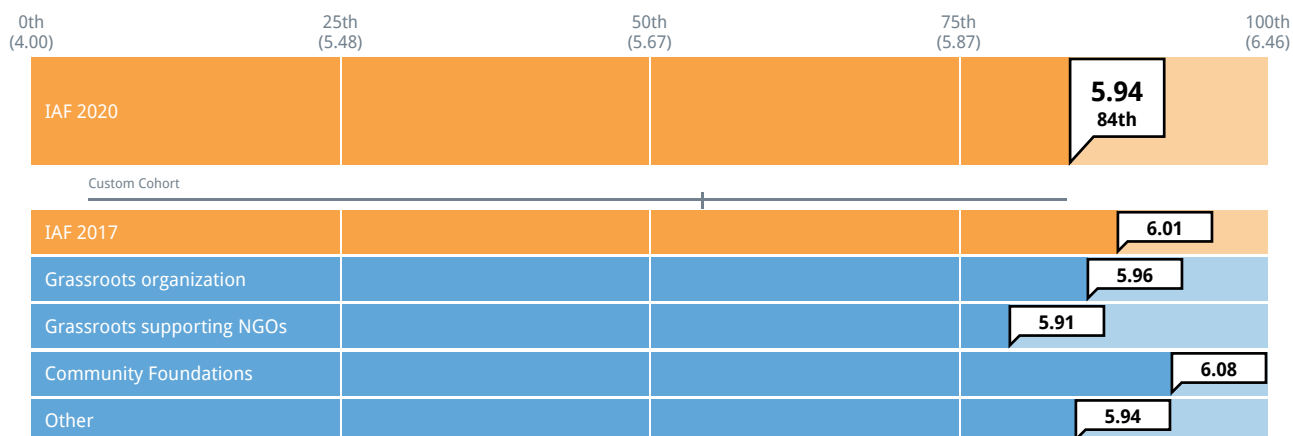
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

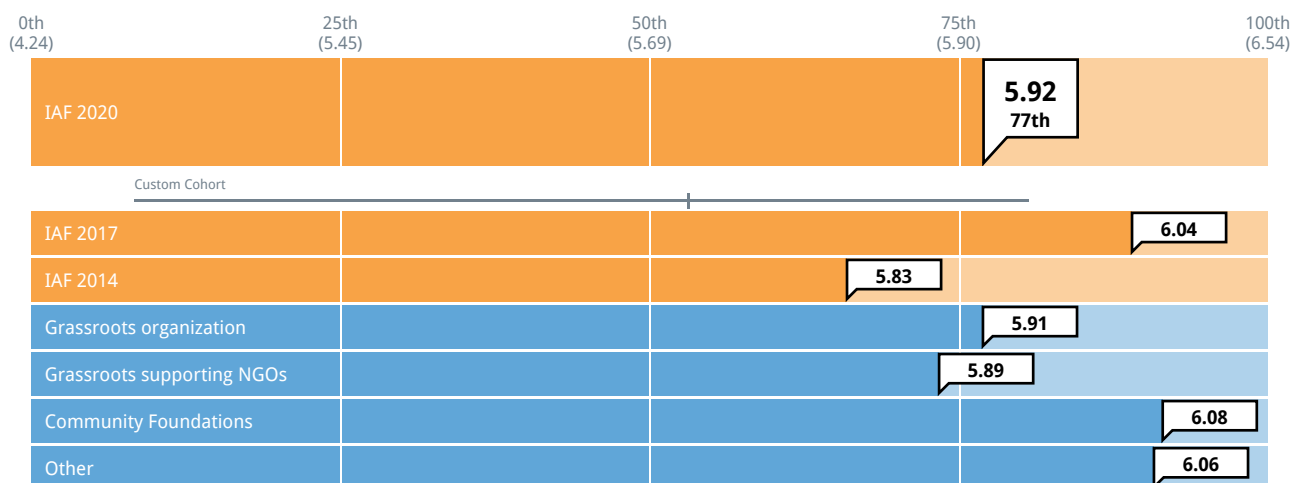**To what extent do IAF's funding priorities reflect a deep understanding of your intended beneficiaries' needs?**

1 = Not at all   **7** = To a great extent

	0th (3.77)	25th (5.35)	50th (5.57)	75th (5.82)	100th (6.45)

IAF 2020 — **6.07** **93rd**

Custom Cohort

IAF 2017 — 6.01

Grassroots organization — 6.27

Grassroots supporting NGOs — 5.90

Community Foundations — 6.08

Other — 6.17
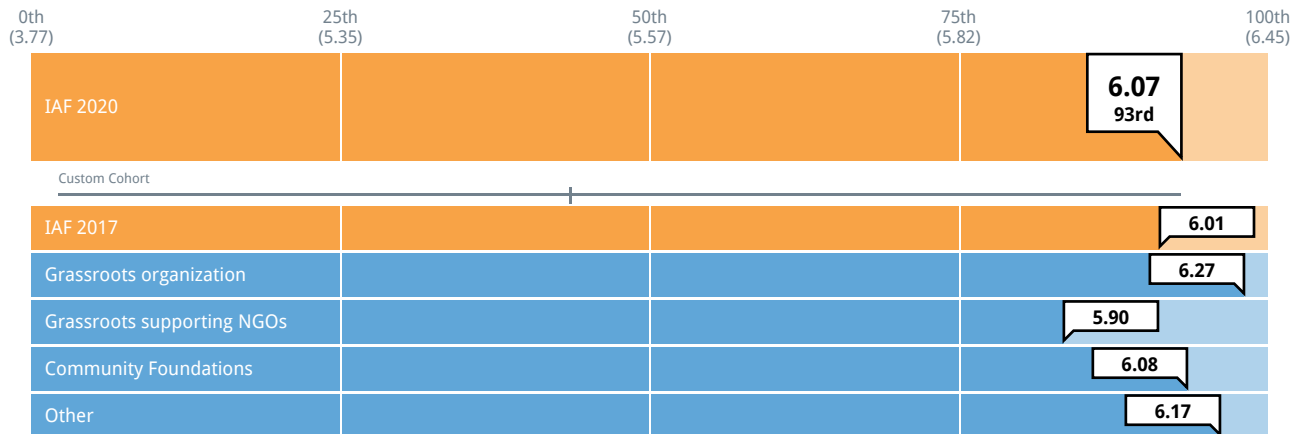
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Grant Processes

How helpful was participating in IAF's selection process in strengthening the organization/program funded by the grant?

1 = Not at all helpful   **7** = Extremely helpful

	0th (3.45)	25th (4.71)	50th (5.05)	75th (5.28)	100th (6.25)
IAF 2020					**6.25** 100th
			Custom Cohort		
IAF 2017					6.20
IAF 2014					6.01
IAF 2011				5.83	
Grassroots organization					6.46
Grassroots supporting NGOs					6.25
Community Foundations					6.17
Other				5.44	
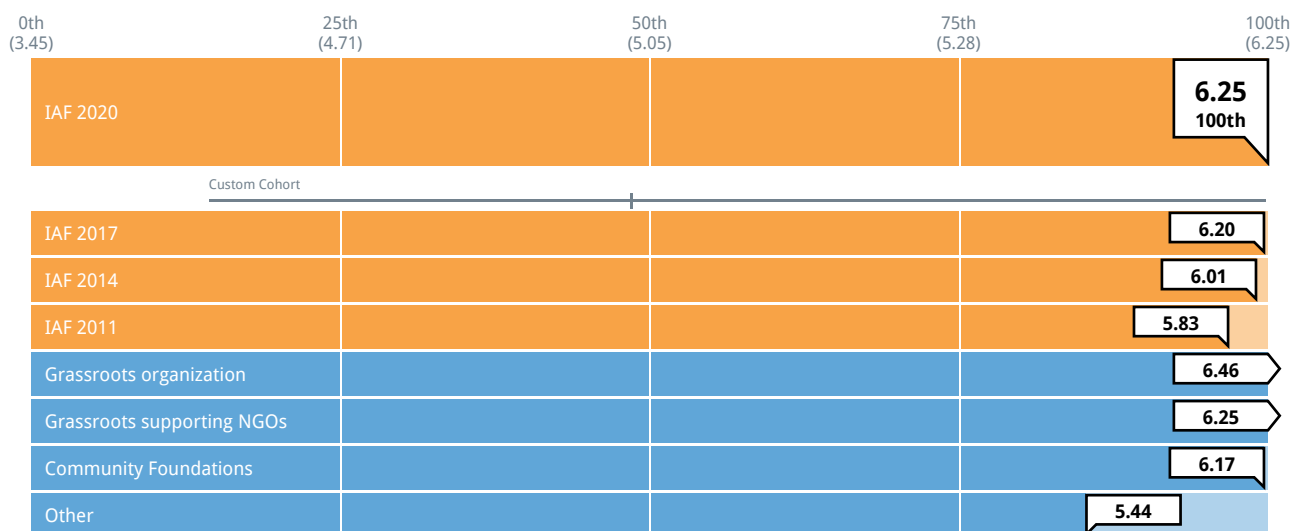
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Selection Process

Did you submit a proposal for this grant?

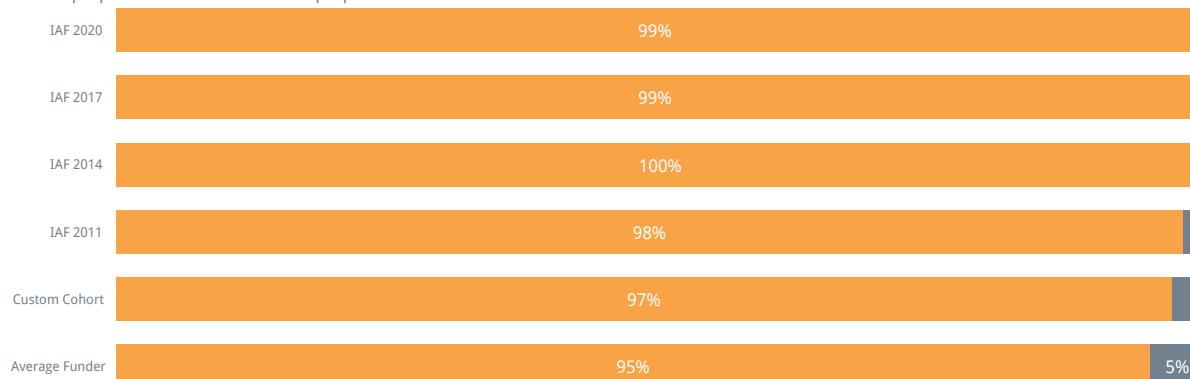■ Submitted a proposal   ■ Did not submit a proposal

IAF 2020	99%	
IAF 2017	99%	
IAF 2014	100%	
IAF 2011	98%	
Custom Cohort	97%	
Average Funder	95%	5%

Cohort: Custom Cohort   **Past results:** on

As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?

1 = No pressure   **7** = Significant pressure

0th (1.32)	25th (2.01)	50th (2.26)	75th (2.49)	100th (4.24)

IAF 2020	**2.51** **77th**

Custom Cohort

IAF 2017	2.50
IAF 2014	2.59
IAF 2011	3.04
Grassroots organization	2.58
Grassroots supporting NGOs	2.56
Community Foundations	2.33
Other	2.06
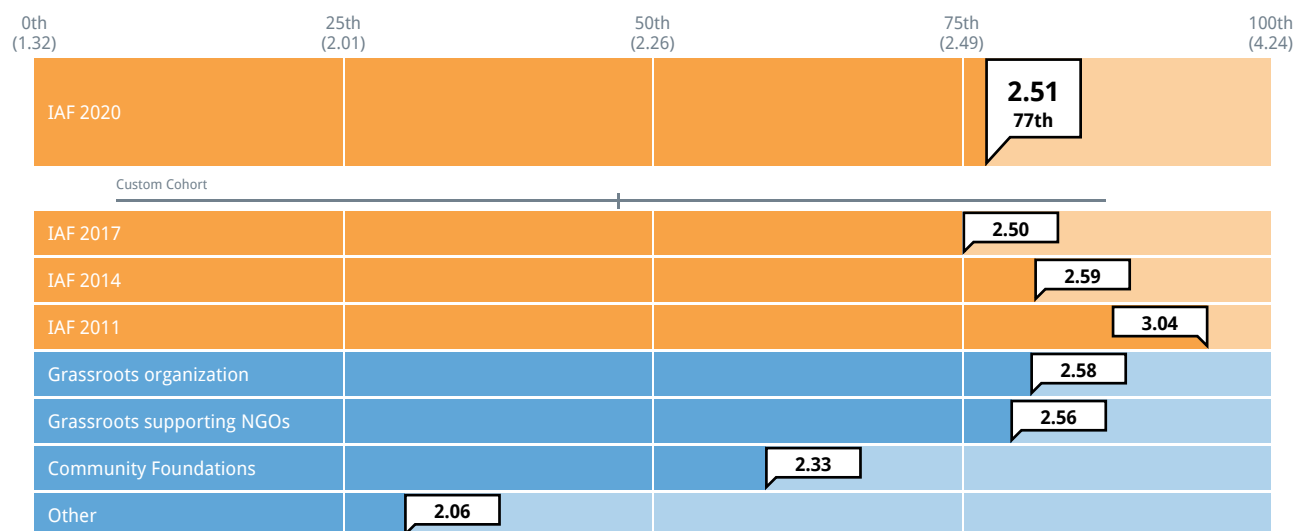
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Time Between Submission and Clear Commitment

"How much time elapsed from the submission of the grant proposal to clear commitment of funding?"

Time Elapsed from Submission of Proposal to Clear Commitment of Funding	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than 3 months	5%	7%	7%	7%	62%	58%
4 - 6 months	32%	17%	17%	17%	30%	26%
7 - 12 months	29%	49%	46%	38%	7%	11%
More than 12 months	34%	27%	30%	38%	2%	5%

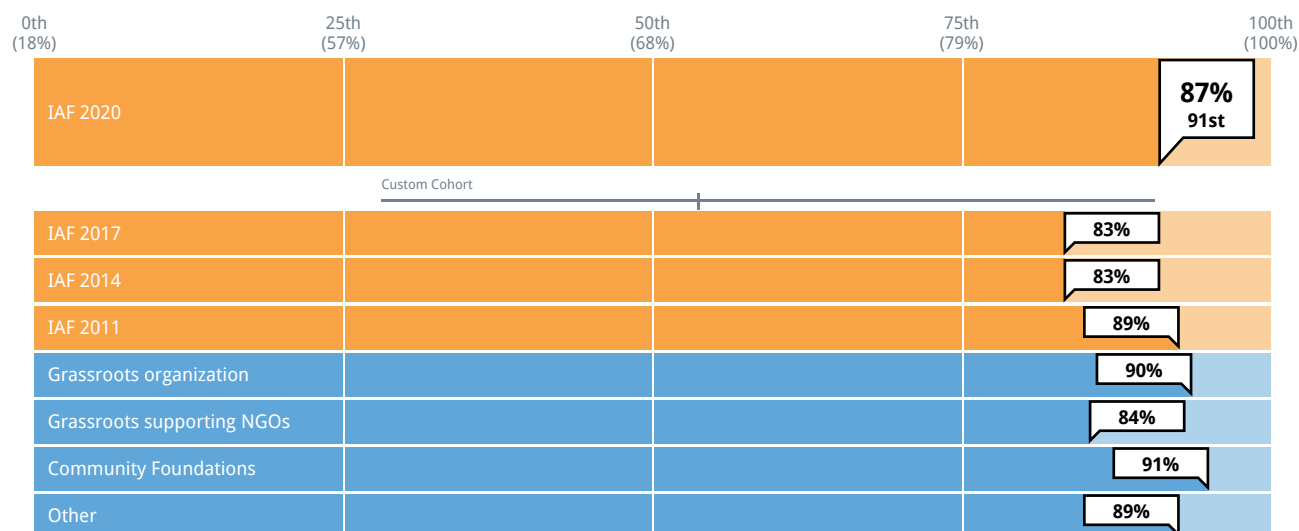| Time Elapsed from Submission of Proposal to Clear Commitment of Funding (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Less than 3 months	8%	3%	8%	6%
4 - 6 months	22%	38%	25%	56%
7 - 12 months	22%	31%	42%	31%
More than 12 months	48%	29%	25%	6%

Reporting and Evaluation Process

Definition of Reporting and Evaluation

- "Reporting" - IAF's standard oversight, monitoring, and grant reporting.
- "Evaluation" - formal activities *beyond reporting* undertaken by IAF to assess or learn about a grant, a program, or IAF's efforts.

At any point during the application or the grant period, did IAF and your organization exchange ideas regarding how your organization would assess the results of the work funded by this grant?

Proportion of grantees responding 'Yes'

	0th (18%)	25th (57%)	50th (68%)	75th (79%)	100th (100%)
IAF 2020					**87%** 91st

Custom Cohort

IAF 2017				83%	
IAF 2014				83%	
IAF 2011				89%	
Grassroots organization				90%	
Grassroots supporting NGOs				84%	
Community Foundations				91%	
Other				89%	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Participation in Reporting and/or Evaluation Processes

■ Participated in a reporting process only ■ Participated in an evaluation process only ■ Participated in both a reporting and an evaluation process
■ Participated in neither a reporting nor an evaluation process

IAF 2020	24%	71%		5%
IAF 2017	24%	75%		
Custom Cohort	56%	35%		8%
Average Funder	56%	31%		12%
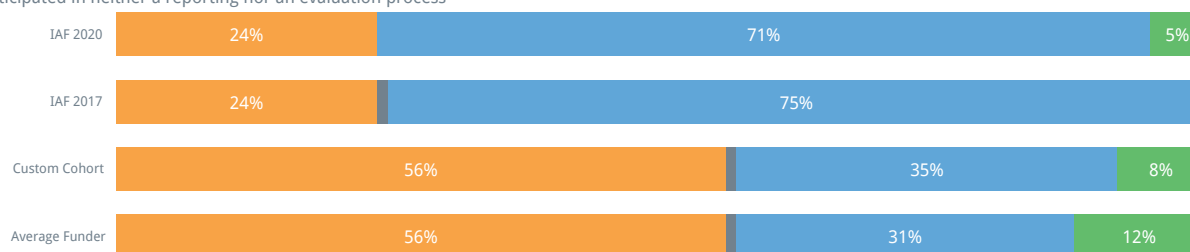
Cohort: Custom Cohort   **Past results:** on

Participation in Reporting and/or Evaluation Processes (By Subgroup)

- Participated in a reporting process only
- Participated in an evaluation process only
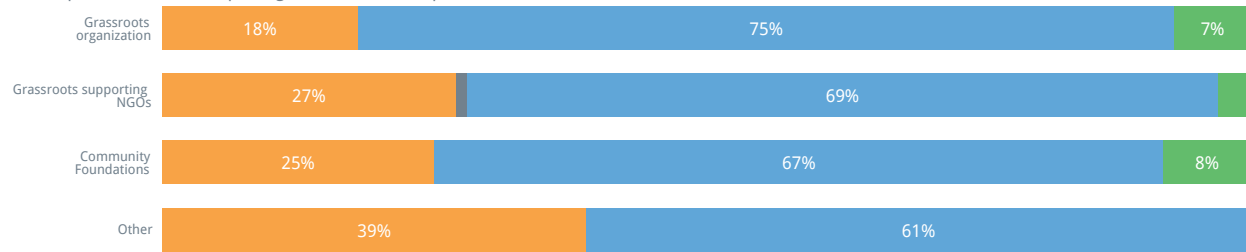- Participated in both a reporting and an evaluation process
- Participated in neither a reporting nor an evaluation process
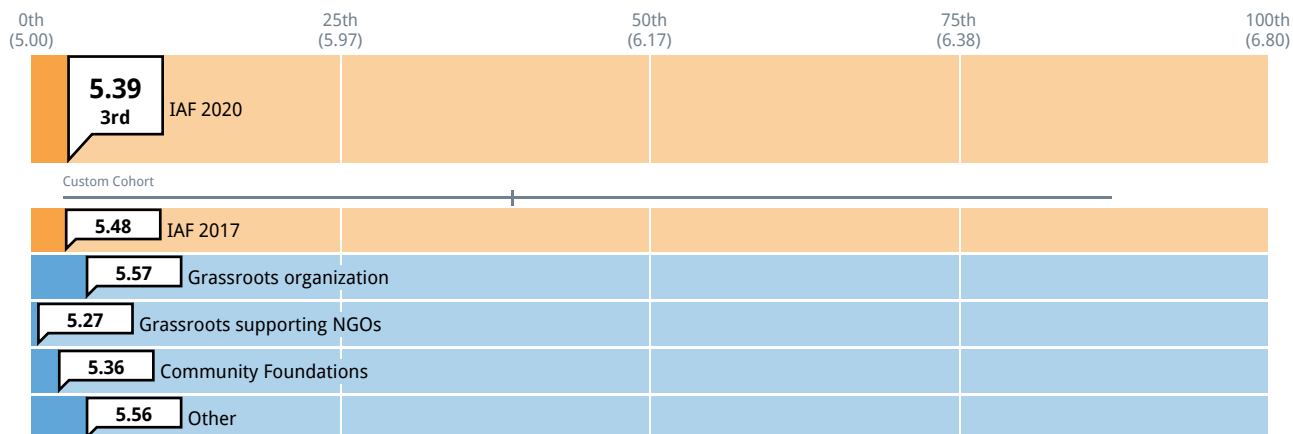
Subgroup		
Grassroots organization	18%	75%	7%
Grassroots supporting NGOs	27%	69%	
Community Foundations	25%	67%	8%
Other	39%	61%	

Subgroup: Organization Type

Reporting Process

The following questions were only asked of grantees that indicated having participated in a reporting process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

To what extent was IAF's reporting process straightforward?

1 = Not at all   **7** = To a great extent

	0th (5.00)	25th (5.97)	50th (6.17)	75th (6.38)	100th (6.80)

5.39 **3rd** IAF 2020

Custom Cohort

5.48 IAF 2017
5.57 Grassroots organization
5.27 Grassroots supporting NGOs
5.36 Community Foundations
5.56 Other

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent was IAF's reporting process adaptable, if necessary, to fit your circumstances?

1 = Not at all   **7** = To a great extent
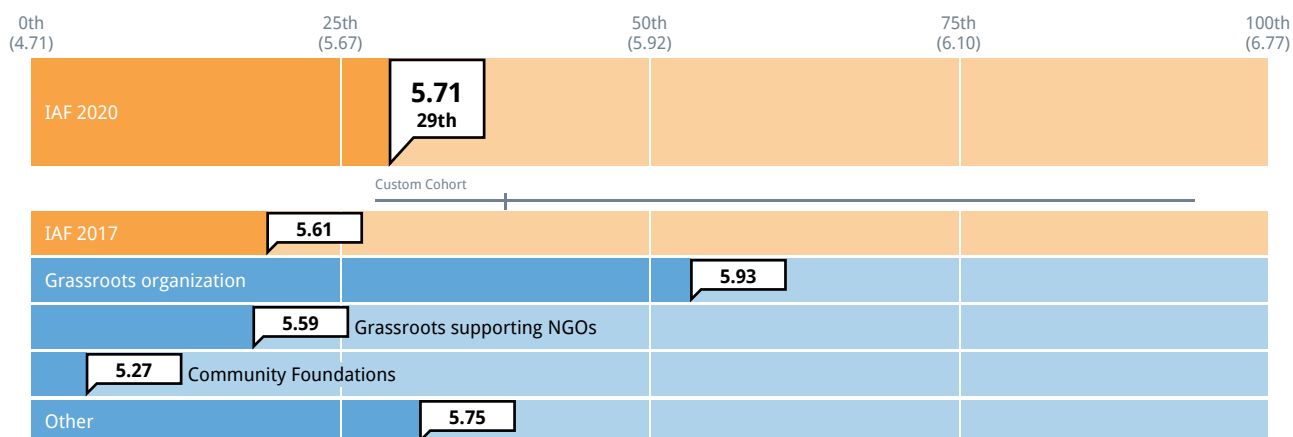
	0th (4.71)	25th (5.67)	50th (5.92)	75th (6.10)	100th (6.77)

IAF 2020 **5.71** **29th**

Custom Cohort

IAF 2017 **5.61**
Grassroots organization **5.93**
5.59 Grassroots supporting NGOs
5.27 Community Foundations
Other **5.75**

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent was IAF's reporting process relevant, with questions and measures pertinent to the work funded by this grant?

1 = Not at all   7 = To a great extent
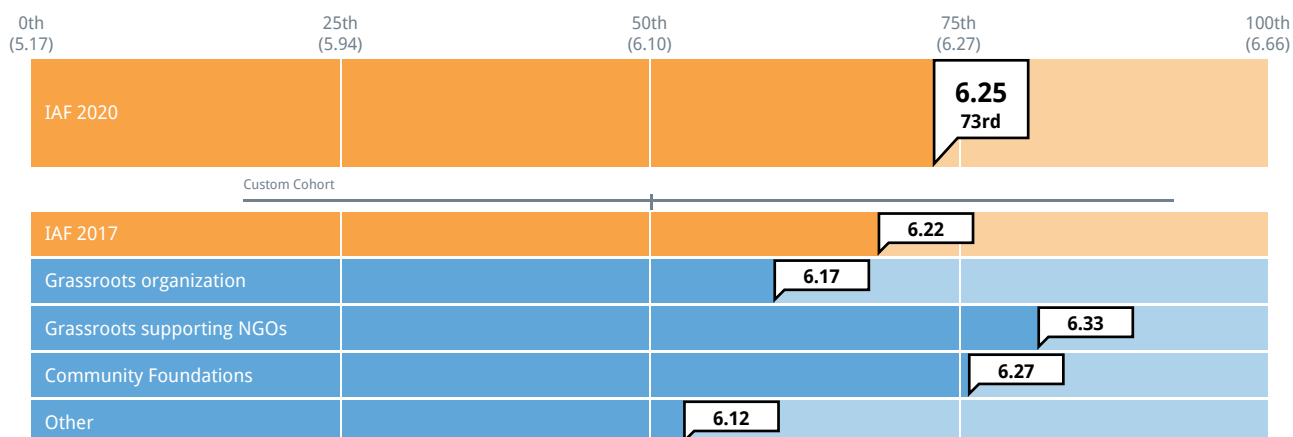
0th (5.17)	25th (5.94)	50th (6.10)	75th (6.27)	100th (6.66)

IAF 2020 — **6.25** 73rd

Custom Cohort

IAF 2017 — 6.22
Grassroots organization — 6.17
Grassroots supporting NGOs — 6.33
Community Foundations — 6.27
Other — 6.12

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent was IAF's reporting process a helpful opportunity for you to reflect and learn?

1 = Not at all   7 = To a great extent

0th (4.56)	25th (5.64)	50th (5.86)	75th (6.08)	100th (6.48)

IAF 2020 — **6.46** 99th

Custom Cohort

IAF 2017 — 6.48
Grassroots organization — 6.48
Grassroots supporting NGOs — 6.55
Community Foundations — 6.55
Other — 5.65
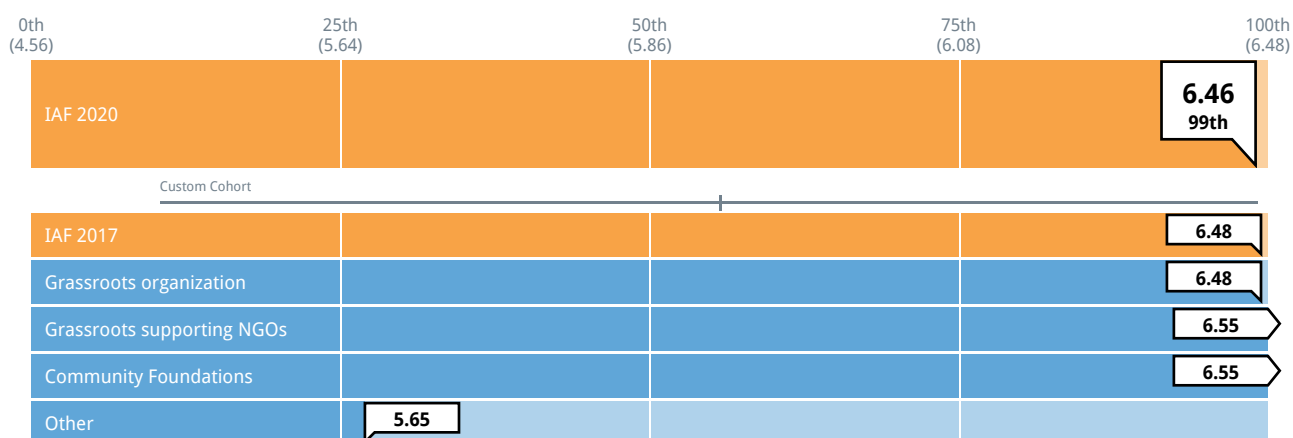
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

At any point have you had a substantive discussion with IAF about the report(s) you or your colleagues submitted as part of the reporting process?

Proportion of grantees responding 'Yes'

	0th (19%)	25th (51%)	50th (61%)	75th (74%)	100th (100%)

IAF 2020 — 91% / 96th

Custom Cohort

IAF 2017 — 92%
Grassroots organization — 89%
Grassroots supporting NGOs — 93%
Community Foundations — 91%
Other — 89%
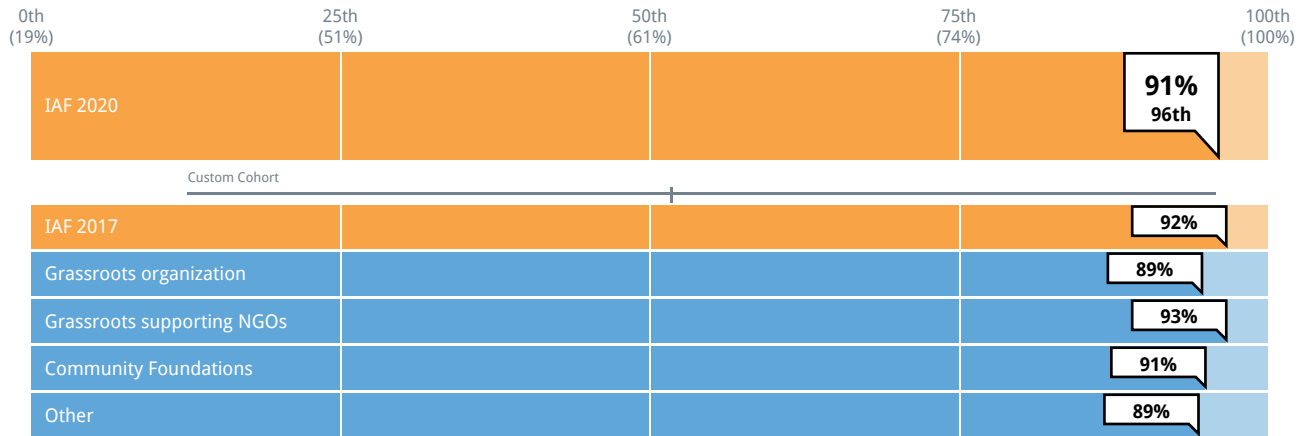
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Evaluation Process

The following questions were only asked of grantees that indicated having participated in an evaluation process. See the "Reporting and Evaluation Process" page for data on the proportion of grantees participating in this process.

Who was primarily responsible for carrying out the evaluation?

■ Evaluation staff at IAF ■ Evaluation staff at your organization ■ External evaluator, chosen by IAF ■ External evaluator, chosen by your organization
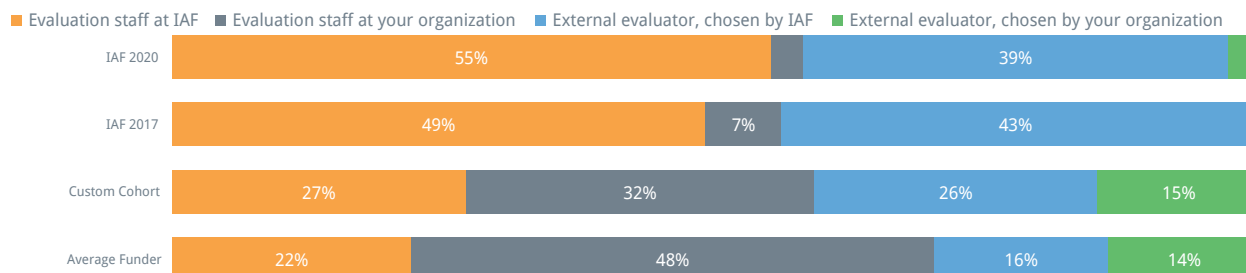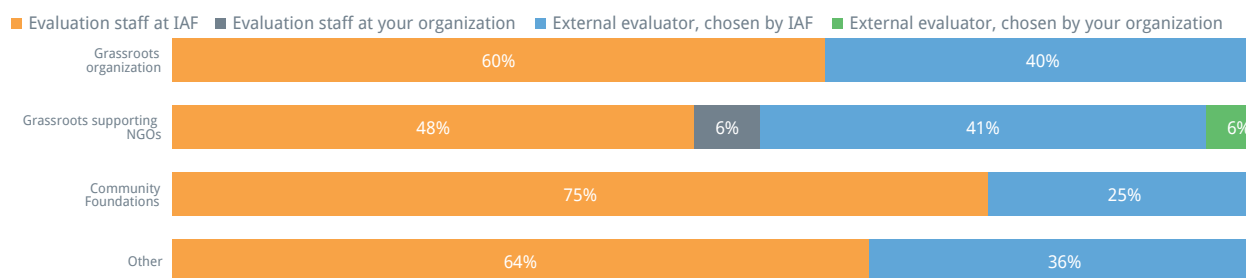
IAF 2020	55%	39%	
IAF 2017	49%	7%	43%
Custom Cohort	27%	32%	26%	15%
Average Funder	22%	48%	16%	14%

Cohort: Custom Cohort   **Past results:** on

Who was primarily responsible for carrying out the evaluation? (By Subgroup)

■ Evaluation staff at IAF ■ Evaluation staff at your organization ■ External evaluator, chosen by IAF ■ External evaluator, chosen by your organization

Grassroots organization	60%	40%	
Grassroots supporting NGOs	48%	6%	41%	6%
Community Foundations	75%	25%	
Other	64%	36%	

Subgroup: Organization Type

Did the Foundation provide financial support for the evaluation?

■ Yes, the evaluation's costs were fully funded by IAF ■ Yes, the evaluation's costs were partially funded by IAF
■ No, the evaluation's costs were not funded by IAF

IAF 2020	83%	14%	
IAF 2017	77%	14%	8%
Custom Cohort	54%	18%	28%
Average Funder	38%	16%	46%
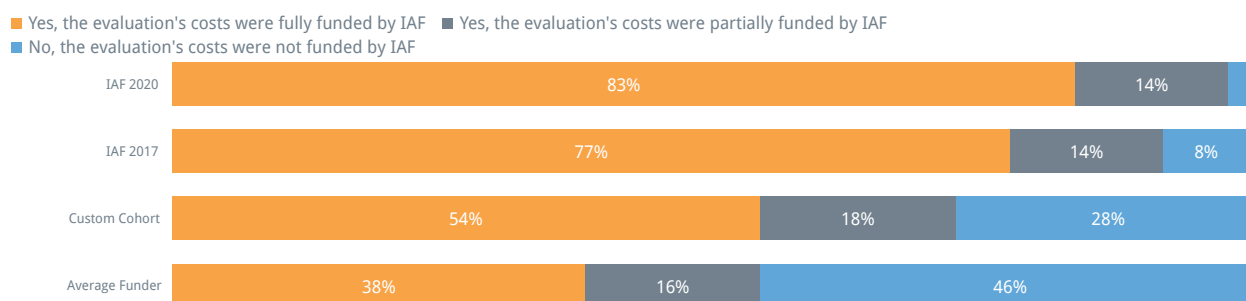
Cohort: Custom Cohort   **Past results:** on

Did the Foundation provide financial support for the evaluation? (By Subgroup)

■ Yes, the evaluation's costs were fully funded by IAF ■ Yes, the evaluation's costs were partially funded by IAF
■ No, the evaluation's costs were not funded by IAF

Subgroup		
Grassroots organization	91%	7%
Grassroots supporting NGOs	73%	22% 4%
Community Foundations	100%	
Other	100%	
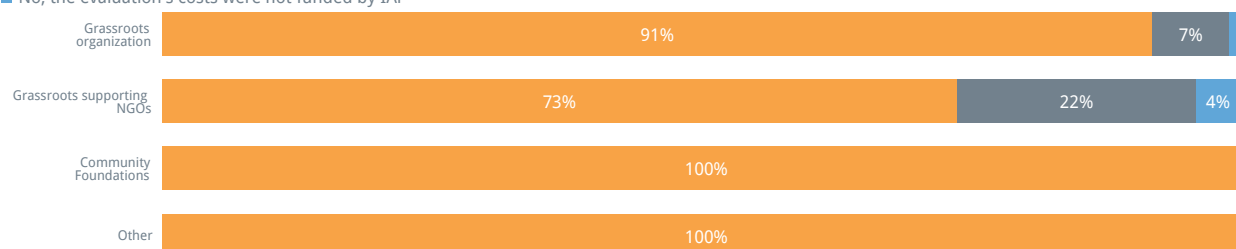
Subgroup: Organization Type

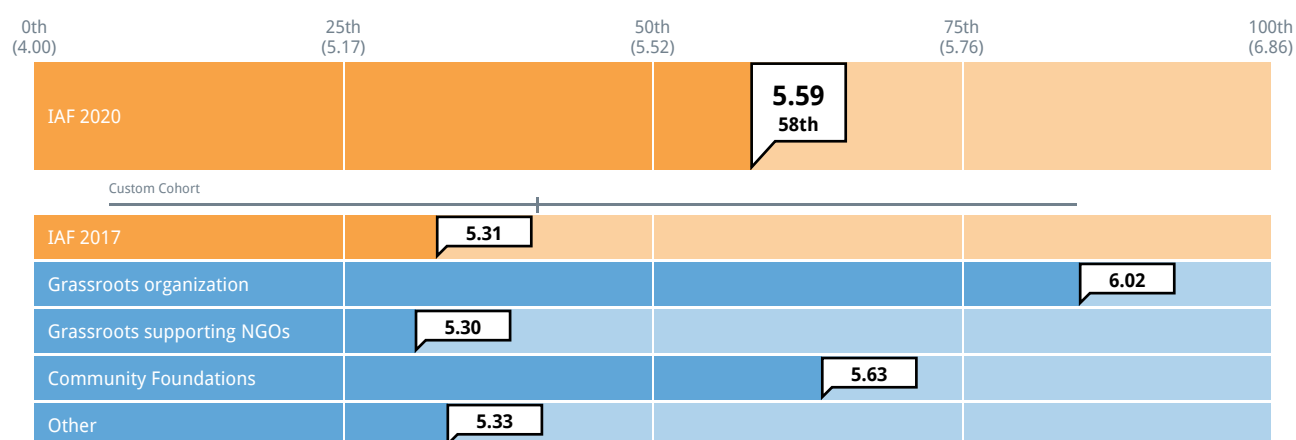**To what extent did the evaluation incorporate input from your organization in the design of the evaluation?**

1 = Not at all   **7** = To a great extent

	0th (4.00)	25th (5.17)	50th (5.52)	75th (5.76)	100th (6.86)
IAF 2020			**5.59 58th**		

Custom Cohort

IAF 2017	5.31				
Grassroots organization				6.02	
Grassroots supporting NGOs	5.30				
Community Foundations			5.63		
Other	5.33				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent did the evaluation result in your organization making changes to the work that was evaluated?

1 = Not at all   **7** = To a great extent
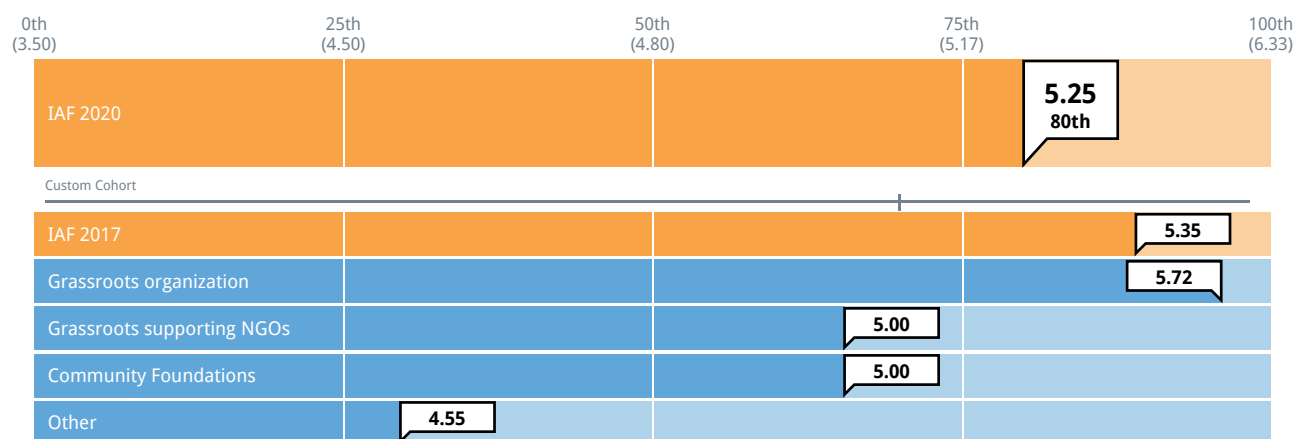
	0th (3.50)	25th (4.50)	50th (4.80)	75th (5.17)	100th (6.33)
IAF 2020				**5.25 80th**	

Custom Cohort

IAF 2017				5.35	
Grassroots organization				5.72	
Grassroots supporting NGOs			5.00		
Community Foundations			5.00		
Other	4.55				

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

To what extent did the evaluation generate information that you believe will be useful for other organizations?

1 = Not at all   7 = To a great extent

	0th (4.00)	25th (5.22)	50th (5.55)	75th (5.75)	100th (6.60)
IAF 2020					6.30* 98th
			Custom Cohort		
IAF 2017					6.02
Grassroots organization					6.60
Grassroots supporting NGOs				6.11	
Community Foundations					6.38
Other				5.82	
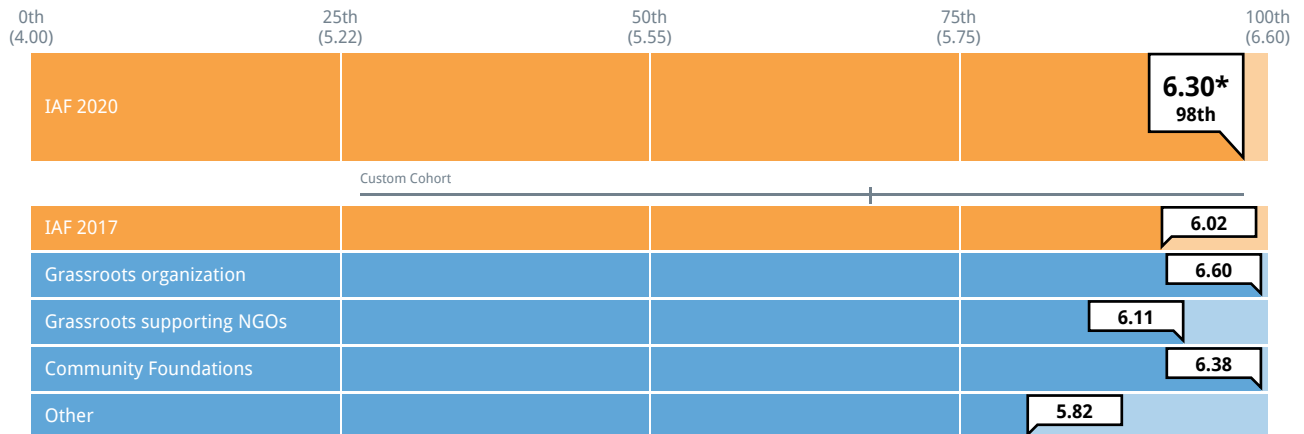
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Dollar Return and Time Spent on Processes

Dollar Return: Median grant dollars awarded per process hour required

Includes total grant dollars awarded and total time necessary to fulfill the requirements over the lifetime of the grant
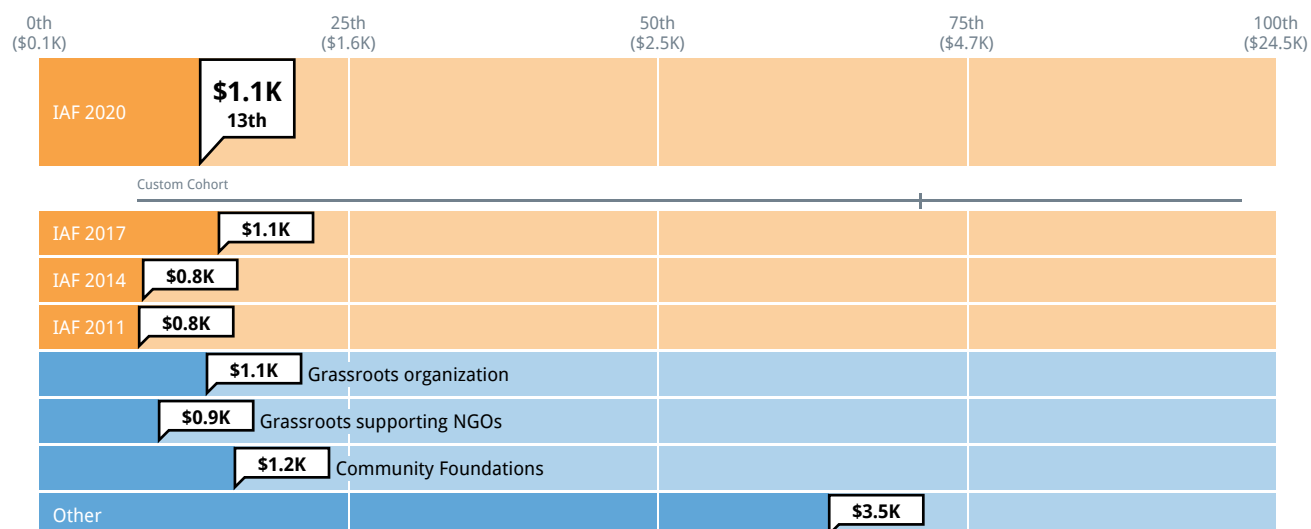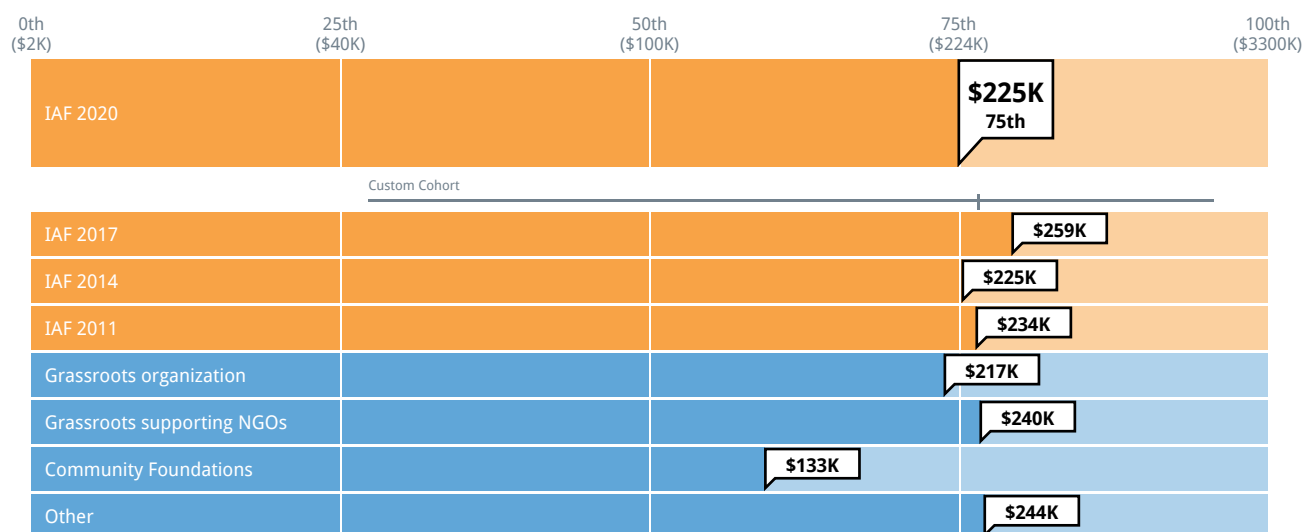
	0th ($0.1K)	25th ($1.6K)	50th ($2.5K)	75th ($4.7K)	100th ($24.5K)

IAF 2020 — **$1.1K** 13th

Custom Cohort

IAF 2017	$1.1K			
IAF 2014	$0.8K			
IAF 2011	$0.8K			
	$1.1K Grassroots organization			
	$0.9K Grassroots supporting NGOs			
	$1.2K Community Foundations			
Other			$3.5K	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Median Grant Size

	0th ($2K)	25th ($40K)	50th ($100K)	75th ($224K)	100th ($3300K)

IAF 2020 — **$225K** 75th

Custom Cohort

IAF 2017			$259K	
IAF 2014			$225K	
IAF 2011			$234K	
Grassroots organization			$217K	
Grassroots supporting NGOs			$240K	
Community Foundations		$133K		
Other			$244K	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Median hours spent by grantees on funder requirements over grant lifetime

	0th (8hrs)	25th (22hrs)	50th (32hrs)	75th (55hrs)	100th (325hrs)

IAF 2020		**165hrs** 97th

Custom Cohort

IAF 2017	218hrs
IAF 2014	240hrs
IAF 2011	240hrs
Grassroots organization	180hrs
Grassroots supporting NGOs	160hrs
Community Foundations	158hrs
Other	104hrs
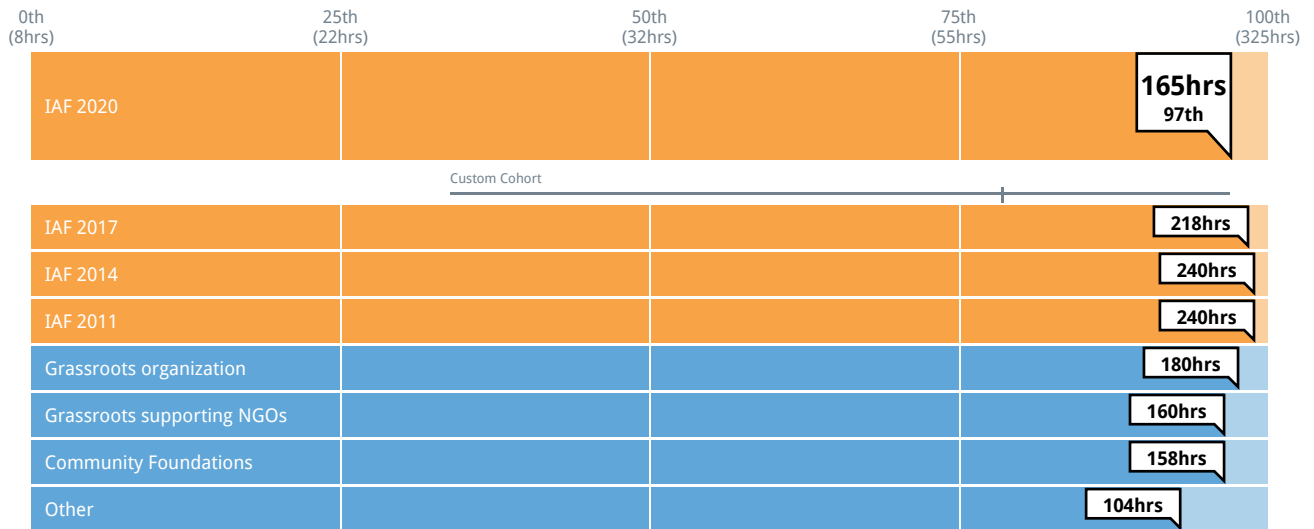
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Time Spent on Selection Process

Median Hours Spent on Proposal and Selection Process

	0th (5hrs)	25th (15hrs)	50th (20hrs)	75th (32hrs)	100th (204hrs)

IAF 2020 — 96hrs 98th

Custom Cohort

IAF 2017 — 100hrs
IAF 2014 — 100hrs
IAF 2011 — 100hrs
Grassroots organization — 98hrs
Grassroots supporting NGOs — 100hrs
Community Foundations — 73hrs
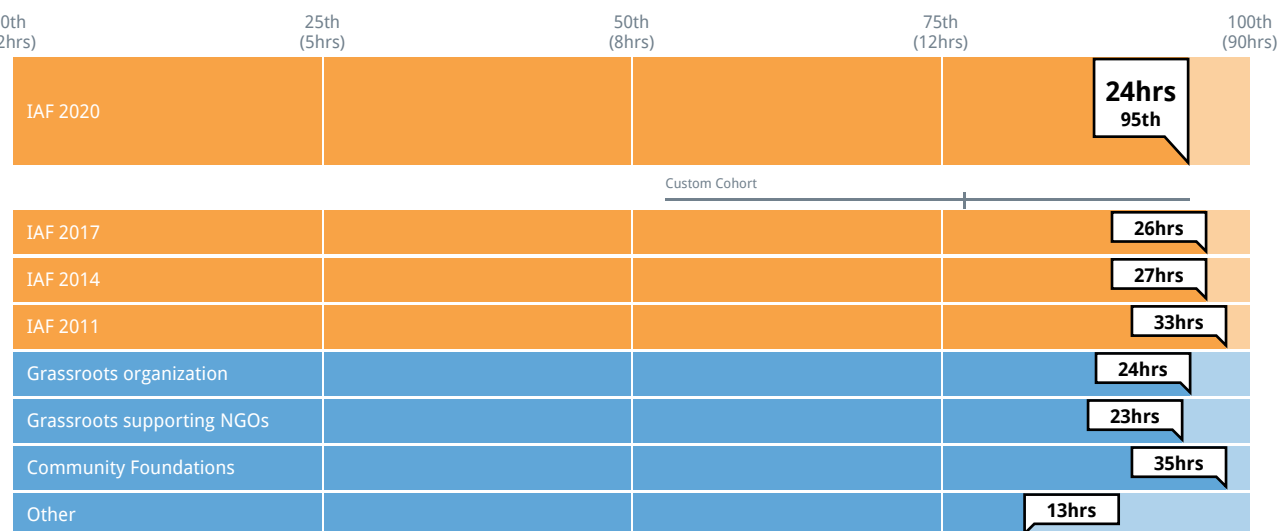Other — 50hrs
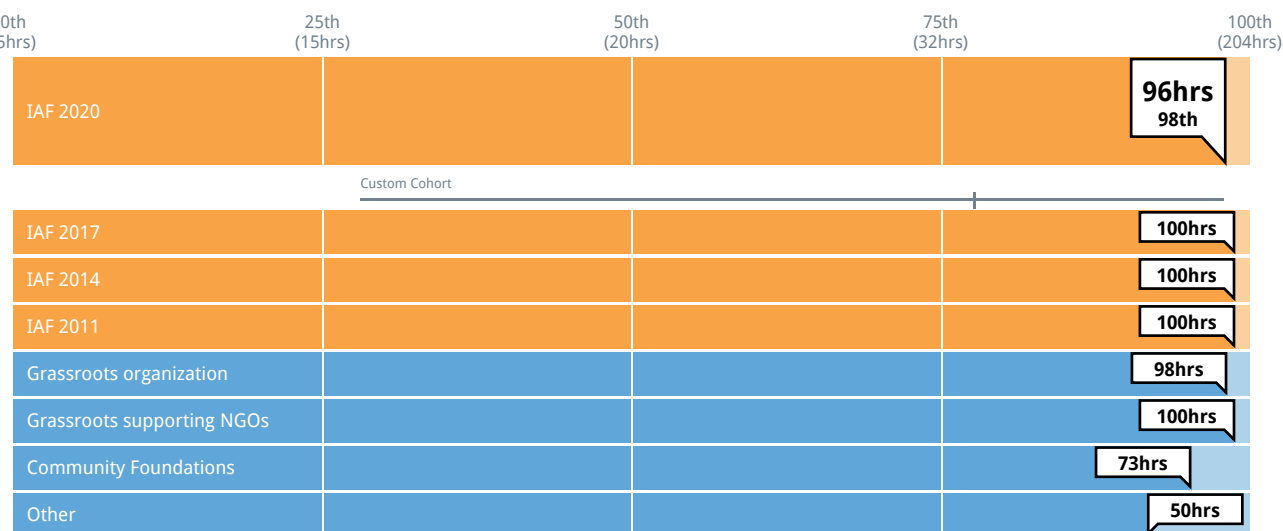
Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

Time Spent On Proposal And Selection Process	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	4%	2%	3%	2%	21%	10%
10 to 19 hours	4%	3%	1%	3%	21%	16%
20 to 29 hours	4%	3%	3%	3%	18%	16%
30 to 39 hours	3%	5%	7%	7%	8%	8%
40 to 49 hours	8%	9%	14%	7%	12%	15%
50 to 99 hours	27%	26%	21%	22%	11%	17%
100 to 199 hours	24%	28%	20%	22%	6%	12%
200+ hours	25%	24%	30%	34%	4%	6%

Time Spent On Proposal And Selection Process (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
1 to 9 hours	5%	3%	10%	8%
10 to 19 hours	4%	3%	0%	23%
20 to 29 hours	4%	4%	10%	0%
30 to 39 hours	3%	3%	0%	0%
40 to 49 hours	11%	6%	10%	15%
50 to 99 hours	24%	30%	30%	15%
100 to 199 hours	24%	26%	30%	15%
200+ hours	26%	26%	10%	23%

Time Spent on Reporting and Evaluation Process

Median Hours Spent on Monitoring, Reporting and Evaluation Process Per Year

	0th (2hrs)	25th (5hrs)	50th (8hrs)	75th (12hrs)	100th (90hrs)
IAF 2020				**24hrs** 95th	

Custom Cohort

IAF 2017				26hrs	
IAF 2014				27hrs	
IAF 2011				33hrs	
Grassroots organization				24hrs	
Grassroots supporting NGOs				23hrs	
Community Foundations				35hrs	
Other				13hrs	

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

| Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized)	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 to 9 hours	25%	33%	18%	14%	53%	38%
10 to 19 hours	22%	10%	21%	18%	20%	23%
20 to 29 hours	10%	10%	13%	10%	10%	15%
30 to 39 hours	7%	9%	7%	8%	4%	5%
40 to 49 hours	5%	5%	4%	9%	4%	5%
50 to 99 hours	12%	20%	15%	14%	5%	8%
100+ hours	18%	14%	21%	26%	5%	7%

Time Spent On Monitoring, Reporting, And Evaluation Process (Annualized) (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
1 to 9 hours	27%	21%	11%	46%
10 to 19 hours	16%	27%	22%	23%
20 to 29 hours	14%	9%	0%	15%
30 to 39 hours	8%	6%	22%	0%
40 to 49 hours	7%	5%	11%	0%
50 to 99 hours	12%	14%	0%	0%
100+ hours	16%	18%	33%	15%

Non-Monetary Assistance

Grantees were asked to indicate whether they had received any of the following sixteen types of assistance provided directly or paid for by IAF.

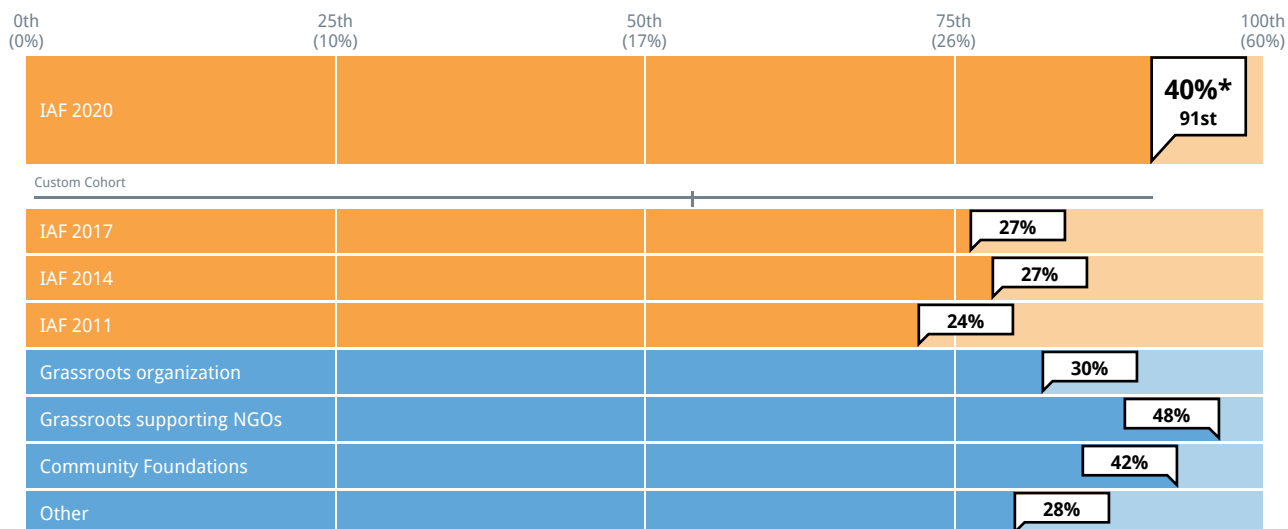| Management Assistance	Field-Related Assistance	Other Assistance
General management advice	Encouraged/facilitated collaboration	Board development/governance assistance
Strategic planning advice	Insight and advice on your field	Information technology assistance
Financial planning/accounting	Introductions to leaders in field	Communications/marketing/publicity assistance
Development of performance measures	Provided research or best practices	Use of IAF facilities
	Provided seminars/forums/convenings	Staff/management training
		Fundraising support
		Diversity, equity, and inclusion assistance

Based on their responses, CEP categorized grantees by the pattern of assistance they received. CEP's analysis shows that providing three or fewer assistance activities is often ineffective; it is only when grantees receive one of the two intensive patterns of assistance described below that they have a substantially more positive experience compared to grantees receiving no assistance.
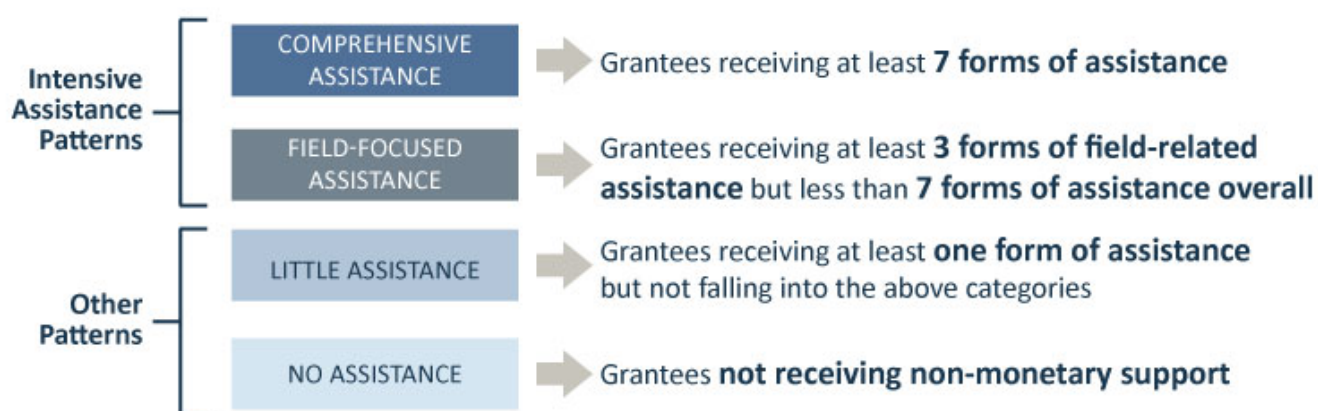
Non-Monetary Assistance Patterns	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Comprehensive	19%	14%	10%	12%	7%	5%
Field-focused	21%	13%	18%	12%	12%	13%
Little	50%	60%	58%	52%	40%	43%
None	10%	13%	14%	23%	41%	38%

Non-Monetary Assistance Patterns (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Comprehensive	21%	20%	17%	11%
Field-focused	8%	28%	25%	17%
Little	56%	45%	58%	61%
None	14%	7%	0%	11%

Proportion of grantees that received field-focused or comprehensive assistance

	0th (0%)	25th (10%)	50th (17%)	75th (26%)	100th (60%)
IAF 2020					**40%*** **91st**

Custom Cohort

IAF 2017				**27%**	
IAF 2014				**27%**	
IAF 2011			**24%**		
Grassroots organization				**30%**	
Grassroots supporting NGOs					**48%**
Community Foundations				**42%**	
Other			**28%**		

Cohort: Custom Cohort   **Past results:** on   **Subgroup:** Organization Type

The following question was recently added to the grantee survey and depicts comparative data from 87 funders in the dataset.

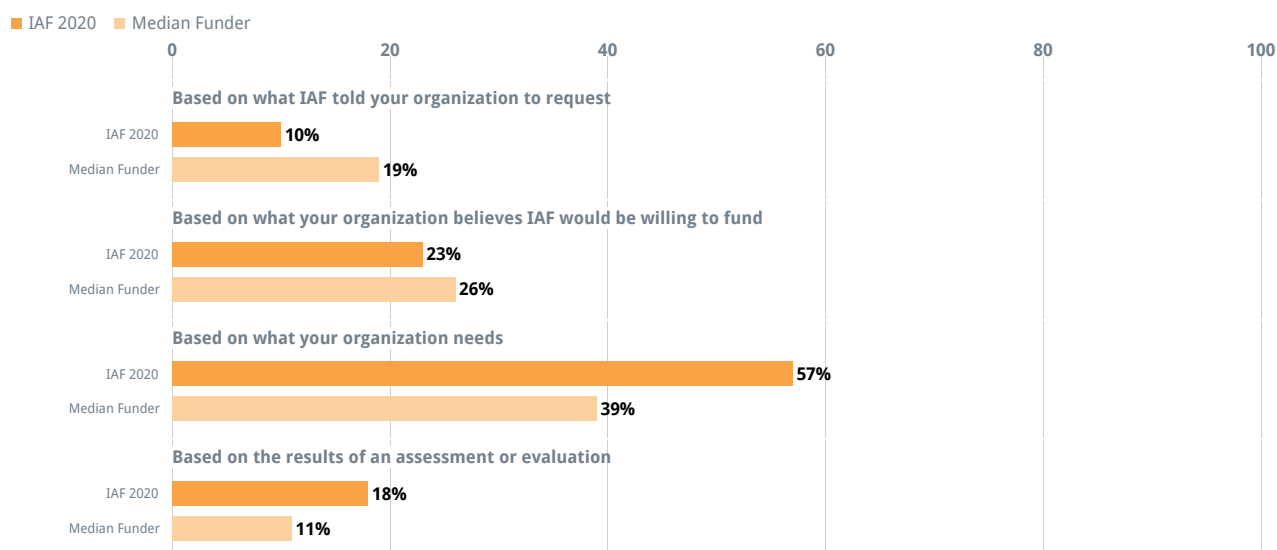**Have you ever requested support from IAF to help strengthen your organization?**

■ IAF 2020   ■ Median Funder

I have never requested support from IAF to strengthen my organization

	0	20	40	60	80	100
IAF 2020		**24%**				
Median Funder			**44%**			
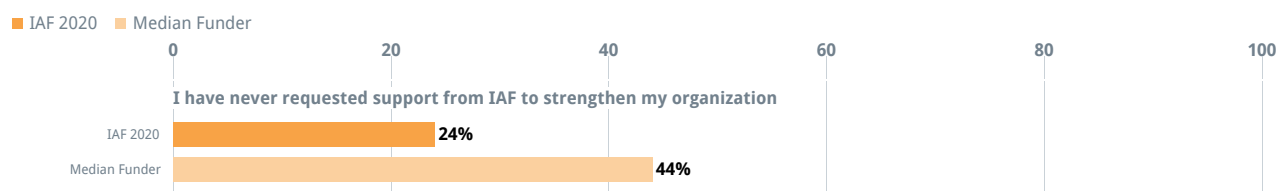
Cohort: None   **Past results:** on

Have you ever requested support from IAF to help strengthen your organization? - By Subgroup

■ Grassroots organization   ■ Grassroots supporting NGOs   ■ Community Foundations   ■ Other

I have never requested support from IAF to strengthen my organization

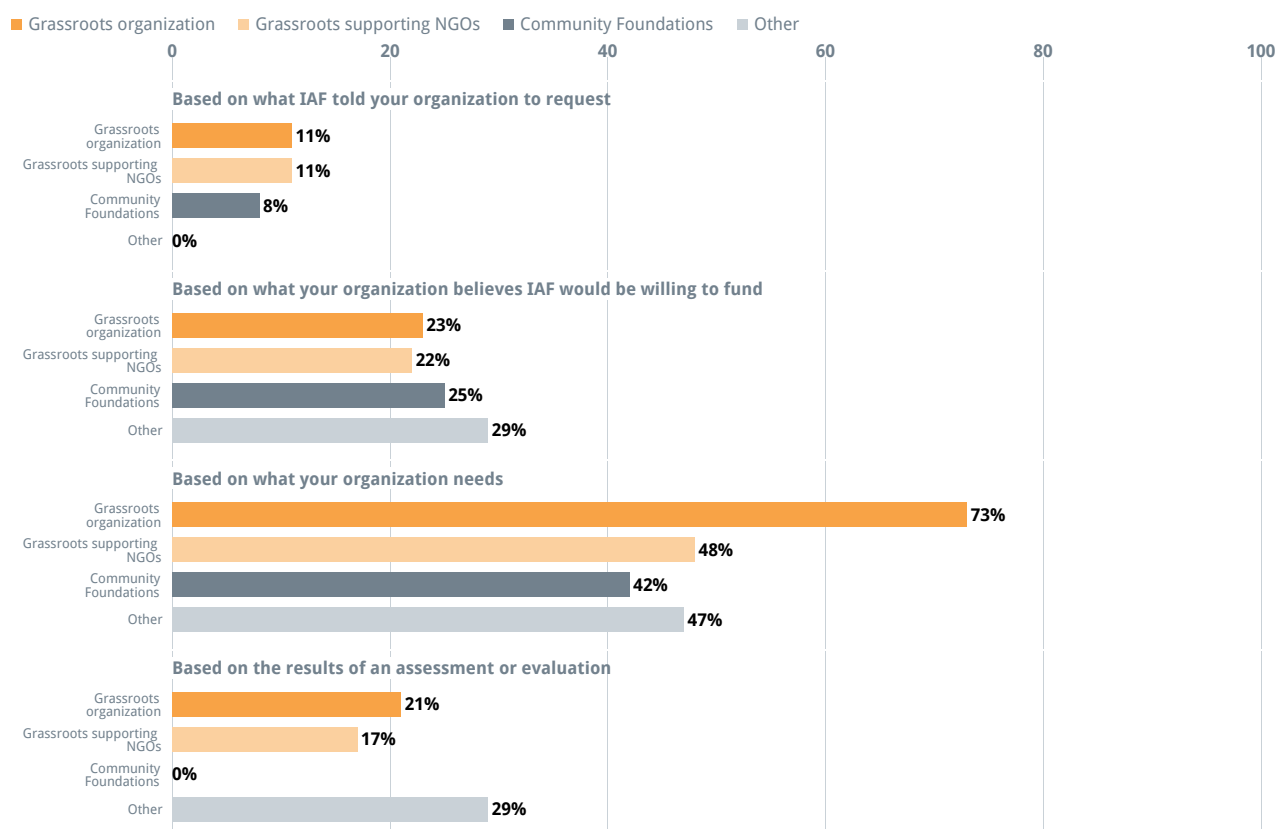|	0	20	40	60	80	100
Grassroots organization	**16%**					
Grassroots supporting NGOs		**28%**				
Community Foundations			**42%**			
Other		**29%**				

Subgroup: Organization Type

If you have ever requested support from IAF to help strengthen your organization, how did you determine what specific support to ask for?

■ IAF 2020 ■ Median Funder

0   20   40   60   80   100

Based on what IAF told your organization to request
IAF 2020 — **10%**
Median Funder — **19%**

Based on what your organization believes IAF would be willing to fund
IAF 2020 — **23%**
Median Funder — **26%**

Based on what your organization needs
IAF 2020 — **57%**
Median Funder — **39%**

Based on the results of an assessment or evaluation
IAF 2020 — **18%**
Median Funder — **11%**

Cohort: None   **Past results:** on

If you have ever requested support from IAF to help strengthen your organization, how did you determine what specific support to ask for? - By Subgroup
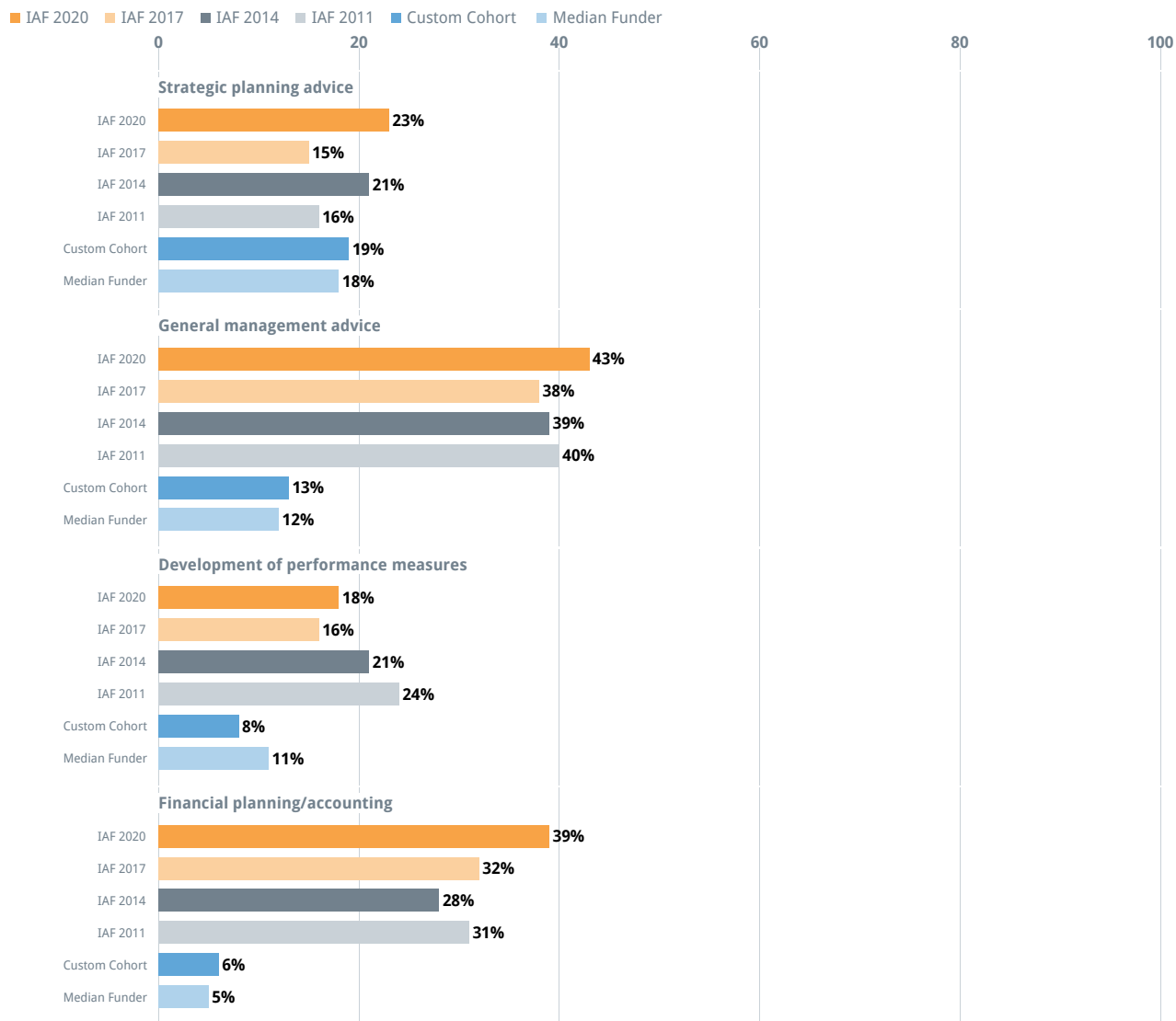
■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

0   20   40   60   80   100

Based on what IAF told your organization to request
Grassroots organization — **11%**
Grassroots supporting NGOs — **11%**
Community Foundations — **8%**
Other — **0%**

Based on what your organization believes IAF would be willing to fund
Grassroots organization — **23%**
Grassroots supporting NGOs — **22%**
Community Foundations — **25%**
Other — **29%**

Based on what your organization needs
Grassroots organization — **73%**
Grassroots supporting NGOs — **48%**
Community Foundations — **42%**
Other — **47%**

Based on the results of an assessment or evaluation
Grassroots organization — **21%**
Grassroots supporting NGOs — **17%**
Community Foundations — **0%**
Other — **29%**

Subgroup: Organization Type
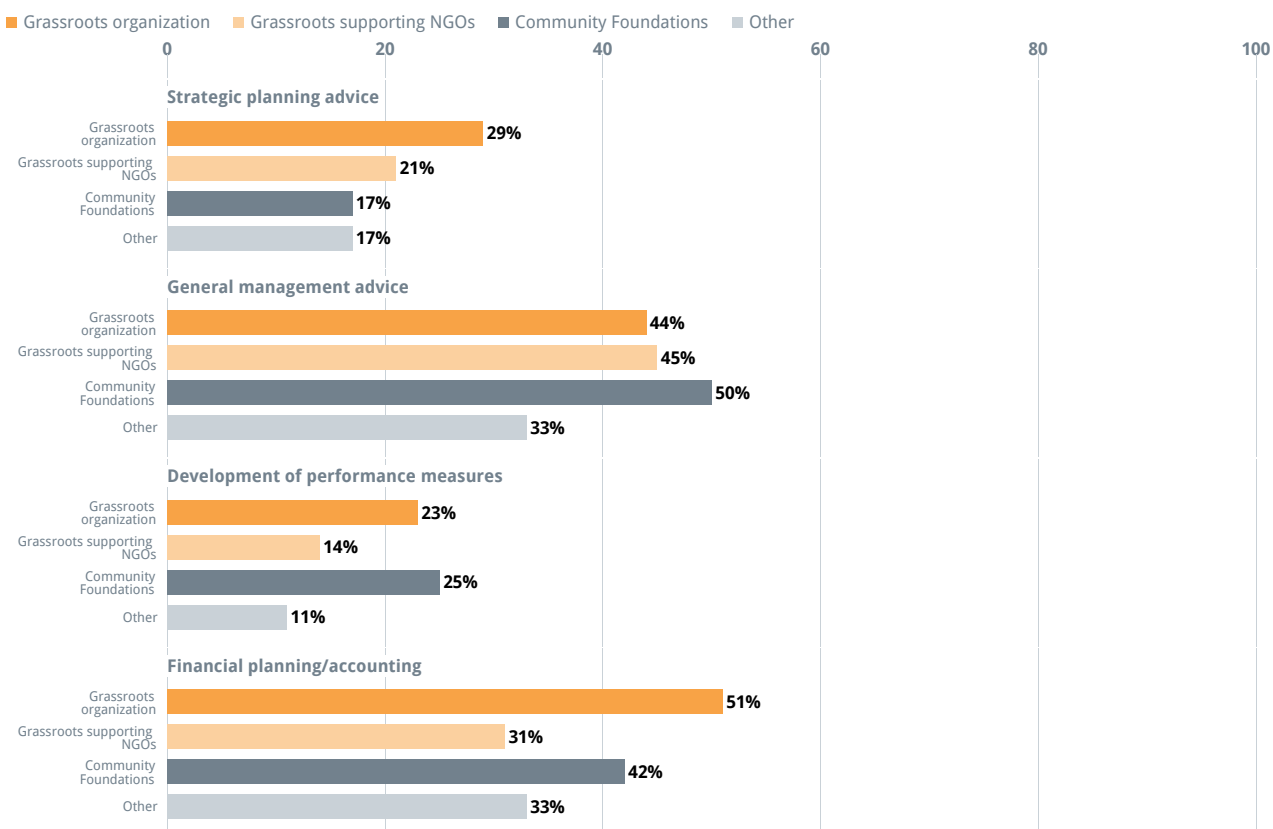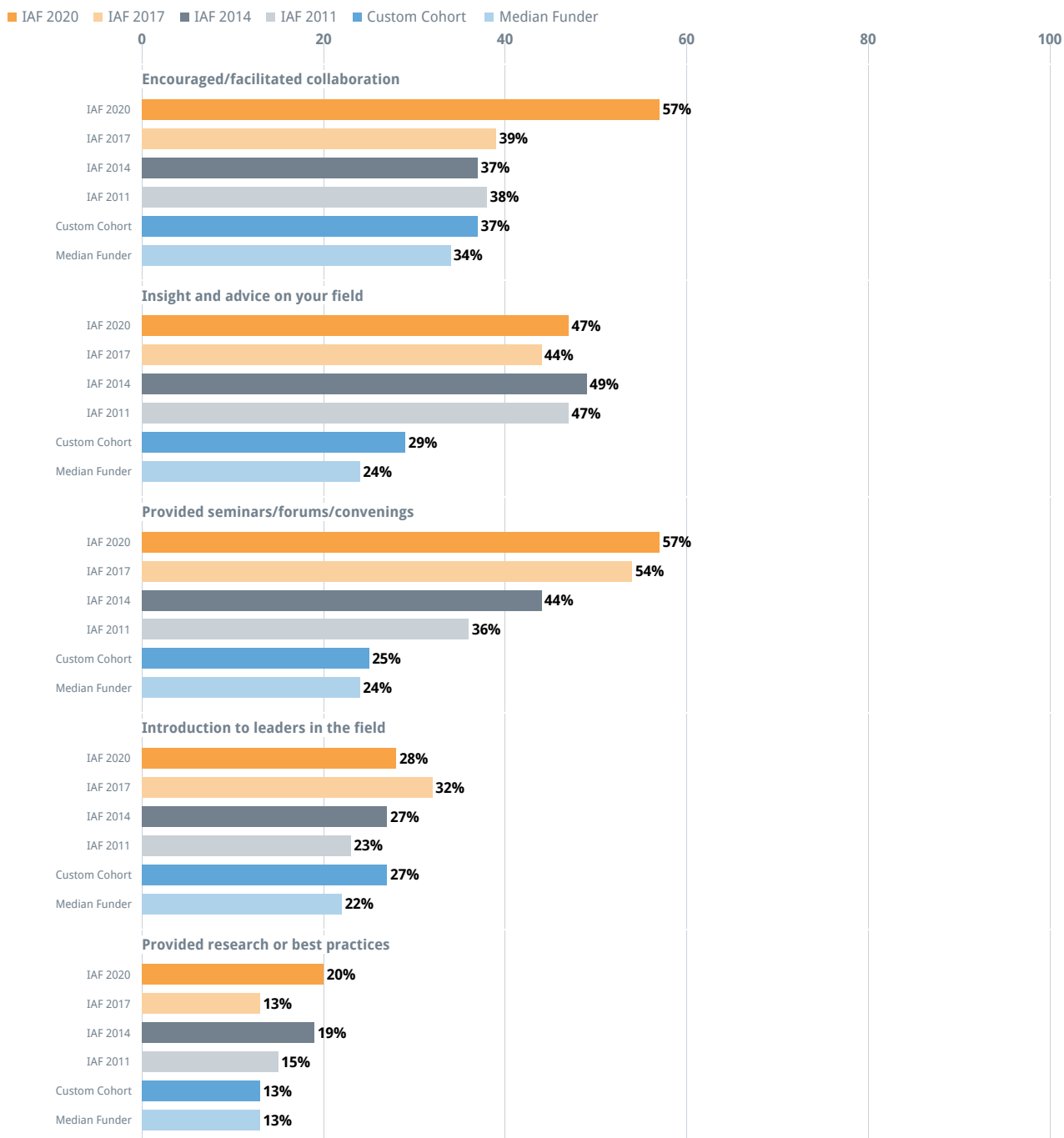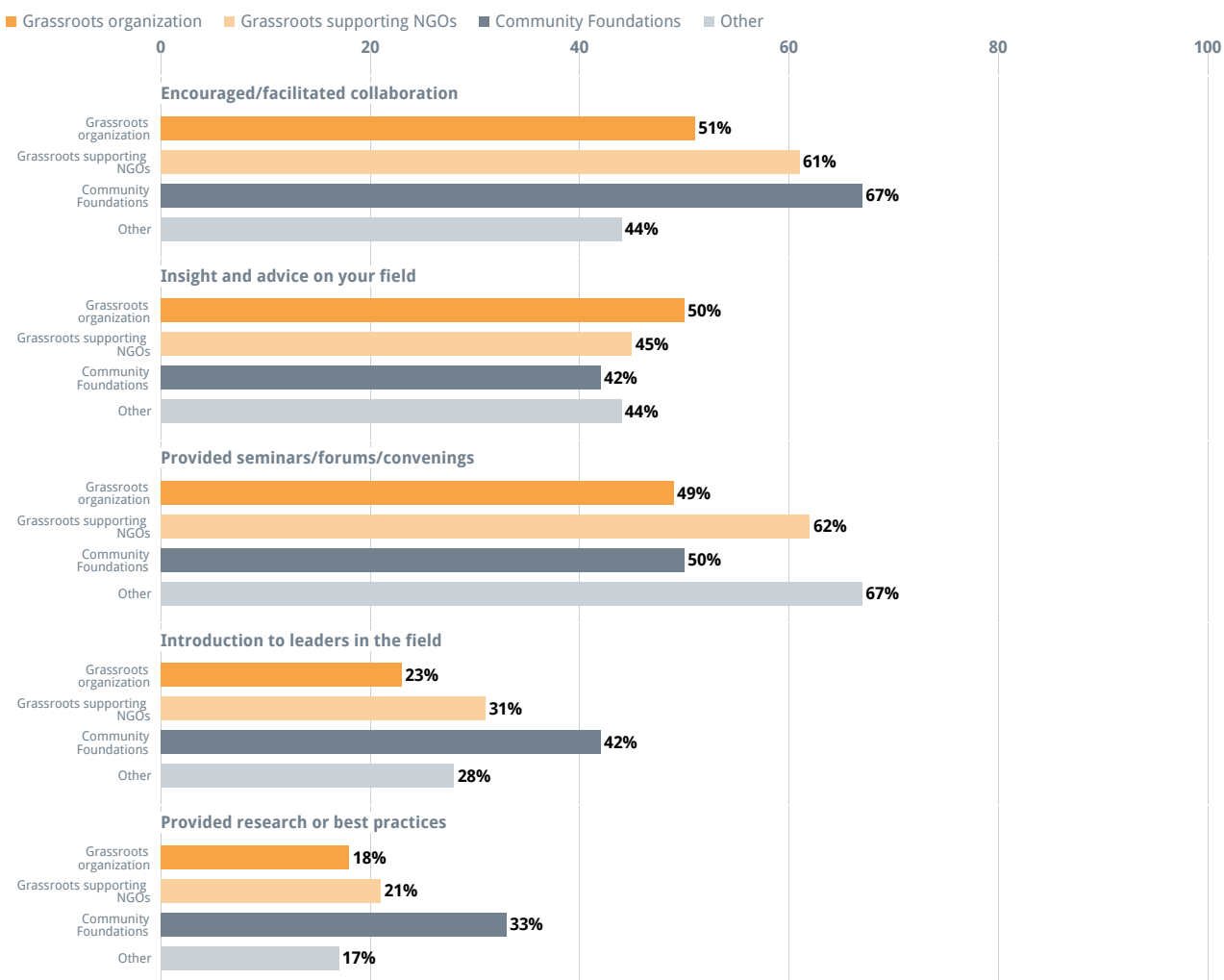
Management Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by IAF) associated with this funding."

Percentage of Grantees that Received Management Assistance

■ IAF 2020 ■ IAF 2017 ■ IAF 2014 ■ IAF 2011 ■ Custom Cohort ■ Median Funder

| | 0 | 20 | 40 | 60 | 80 | 100 |

Strategic planning advice

IAF 2020	23%
IAF 2017	15%
IAF 2014	21%
IAF 2011	16%
Custom Cohort	19%
Median Funder	18%

General management advice

IAF 2020	43%
IAF 2017	38%
IAF 2014	39%
IAF 2011	40%
Custom Cohort	13%
Median Funder	12%

Development of performance measures

IAF 2020	18%
IAF 2017	16%
IAF 2014	21%
IAF 2011	24%
Custom Cohort	8%
Median Funder	11%

Financial planning/accounting

IAF 2020	39%
IAF 2017	32%
IAF 2014	28%
IAF 2011	31%
Custom Cohort	6%
Median Funder	5%

Cohort: Custom Cohort   **Past results:** on

Percentage of Grantees that Received Management Assistance - By Subgroup

■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

Strategic planning advice

- Grassroots organization: 29%
- Grassroots supporting NGOs: 21%
- Community Foundations: 17%
- Other: 17%

General management advice

- Grassroots organization: 44%
- Grassroots supporting NGOs: 45%
- Community Foundations: 50%
- Other: 33%

Development of performance measures

- Grassroots organization: 23%
- Grassroots supporting NGOs: 14%
- Community Foundations: 25%
- Other: 11%

Financial planning/accounting

- Grassroots organization: 51%
- Grassroots supporting NGOs: 31%
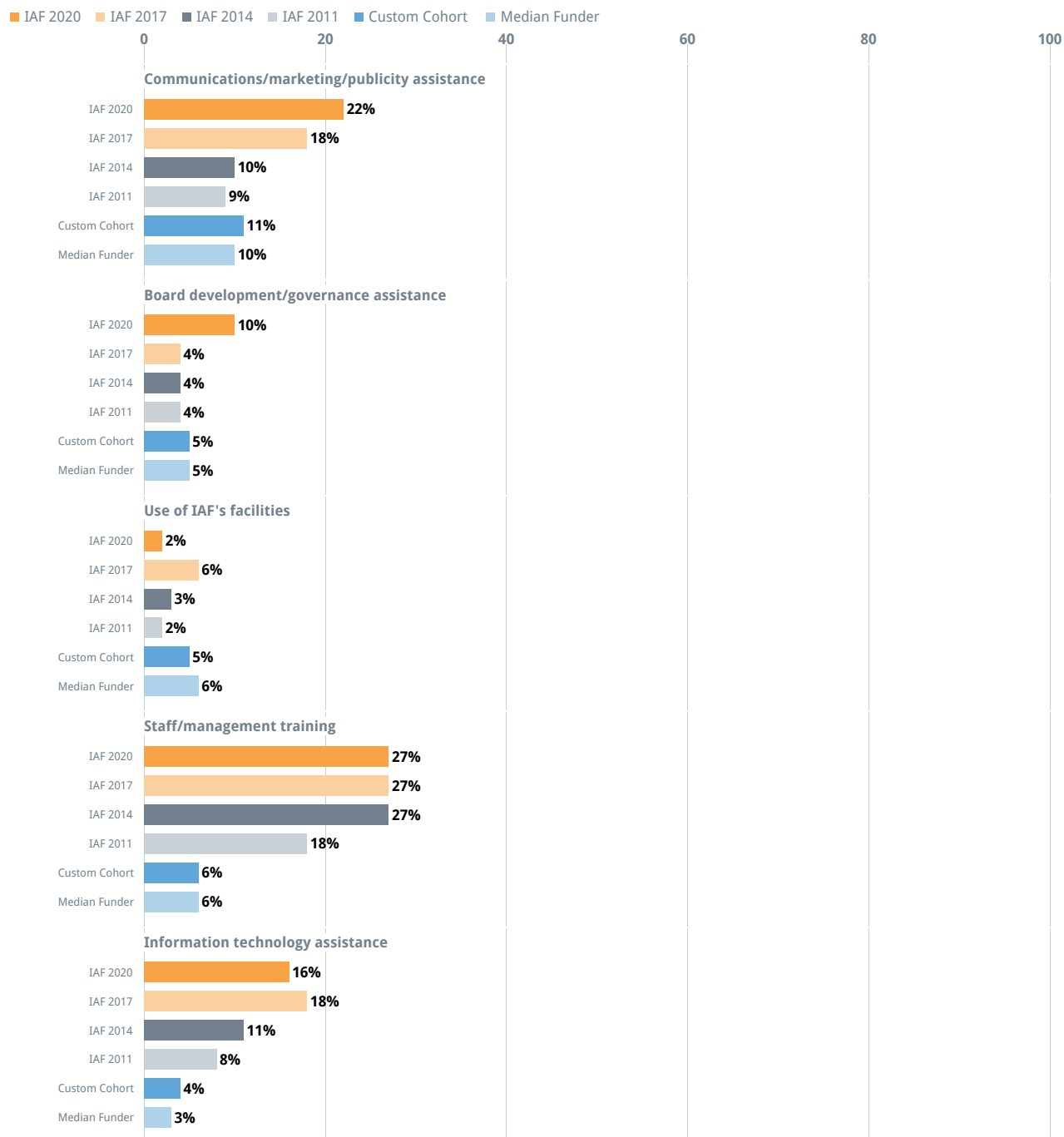- Community Foundations: 42%
- Other: 33%

Subgroup: Organization Type
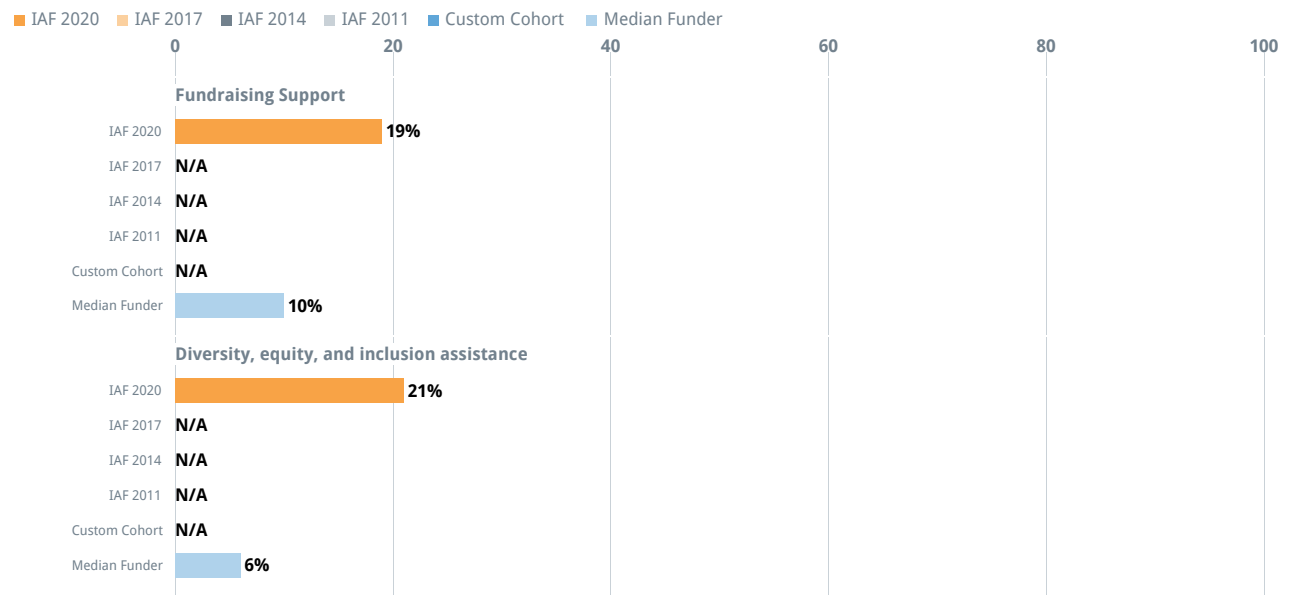
Field-Related Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by IAF) associated with this funding."
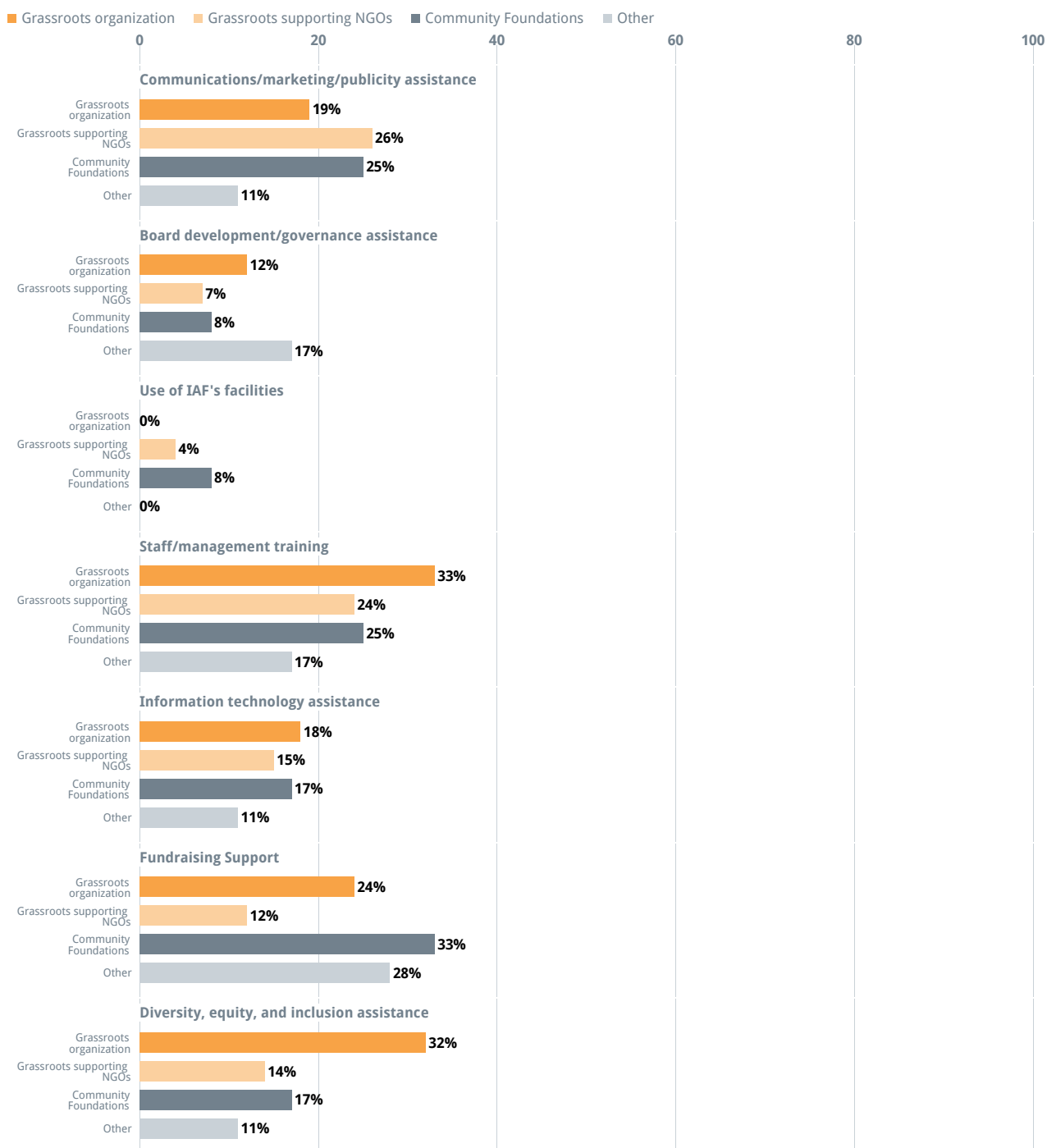
Percentage of Grantees that Received Field-Related Assistance

■ IAF 2020   ■ IAF 2017   ■ IAF 2014   ■ IAF 2011   ■ Custom Cohort   ■ Median Funder

Encouraged/facilitated collaboration

	%
IAF 2020	57%
IAF 2017	39%
IAF 2014	37%
IAF 2011	38%
Custom Cohort	37%
Median Funder	34%

Insight and advice on your field

	%
IAF 2020	47%
IAF 2017	44%
IAF 2014	49%
IAF 2011	47%
Custom Cohort	29%
Median Funder	24%

Provided seminars/forums/convenings

	%
IAF 2020	57%
IAF 2017	54%
IAF 2014	44%
IAF 2011	36%
Custom Cohort	25%
Median Funder	24%

Introduction to leaders in the field

	%
IAF 2020	28%
IAF 2017	32%
IAF 2014	27%
IAF 2011	23%
Custom Cohort	27%
Median Funder	22%

Provided research or best practices

	%
IAF 2020	20%
IAF 2017	13%
IAF 2014	19%
IAF 2011	15%
Custom Cohort	13%
Median Funder	13%

Cohort: Custom Cohort   **Past results:** on

Percentage of Grantees that Received Field-Related Assistance - By Subgroup

■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

Encouraged/facilitated collaboration

Grassroots organization	51%
Grassroots supporting NGOs	61%
Community Foundations	67%
Other	44%

Insight and advice on your field

Grassroots organization	50%
Grassroots supporting NGOs	45%
Community Foundations	42%
Other	44%

Provided seminars/forums/convenings

Grassroots organization	49%
Grassroots supporting NGOs	62%
Community Foundations	50%
Other	67%

Introduction to leaders in the field

Grassroots organization	23%
Grassroots supporting NGOs	31%
Community Foundations	42%
Other	28%

Provided research or best practices

Grassroots organization	18%
Grassroots supporting NGOs	21%
Community Foundations	33%
Other	17%

Subgroup: Organization Type

Other Assistance Activities

"Please indicate all types of non-monetary assistance, if any, you received (from staff or a third party paid for by IAF) associated with this funding."

Percentage of Grantees that Received Other Assistance

■ IAF 2020　■ IAF 2017　■ IAF 2014　■ IAF 2011　■ Custom Cohort　■ Median Funder

Communications/marketing/publicity assistance

IAF 2020	22%
IAF 2017	18%
IAF 2014	10%
IAF 2011	9%
Custom Cohort	11%
Median Funder	10%

Board development/governance assistance

IAF 2020	10%
IAF 2017	4%
IAF 2014	4%
IAF 2011	4%
Custom Cohort	5%
Median Funder	5%

Use of IAF's facilities

IAF 2020	2%
IAF 2017	6%
IAF 2014	3%
IAF 2011	2%
Custom Cohort	5%
Median Funder	6%

Staff/management training

IAF 2020	27%
IAF 2017	27%
IAF 2014	27%
IAF 2011	18%
Custom Cohort	6%
Median Funder	6%

Information technology assistance

IAF 2020	16%
IAF 2017	18%
IAF 2014	11%
IAF 2011	8%
Custom Cohort	4%
Median Funder	3%

Cohort: Custom Cohort　　**Past results:** on

Percentage of Grantees that Received Other Assistance (cont.)

■ IAF 2020　■ IAF 2017　■ IAF 2014　■ IAF 2011　■ Custom Cohort　■ Median Funder

Fundraising Support

IAF 2020	19%
IAF 2017	N/A
IAF 2014	N/A
IAF 2011	N/A
Custom Cohort	N/A
Median Funder	10%

Diversity, equity, and inclusion assistance

IAF 2020	21%
IAF 2017	N/A
IAF 2014	N/A
IAF 2011	N/A
Custom Cohort	N/A
Median Funder	6%

Cohort: Custom Cohort　　**Past results:** on

Percentage of Grantees that Received Other Assistance - By Subgroup

■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

Communications/marketing/publicity assistance
- Grassroots organization: 19%
- Grassroots supporting NGOs: 26%
- Community Foundations: 25%
- Other: 11%

Board development/governance assistance
- Grassroots organization: 12%
- Grassroots supporting NGOs: 7%
- Community Foundations: 8%
- Other: 17%

Use of IAF's facilities
- Grassroots organization: 0%
- Grassroots supporting NGOs: 4%
- Community Foundations: 8%
- Other: 0%

Staff/management training
- Grassroots organization: 33%
- Grassroots supporting NGOs: 24%
- Community Foundations: 25%
- Other: 17%

Information technology assistance
- Grassroots organization: 18%
- Grassroots supporting NGOs: 15%
- Community Foundations: 17%
- Other: 11%

Fundraising Support
- Grassroots organization: 24%
- Grassroots supporting NGOs: 12%
- Community Foundations: 33%
- Other: 28%

Diversity, equity, and inclusion assistance
- Grassroots organization: 32%
- Grassroots supporting NGOs: 14%
- Community Foundations: 17%
- Other: 11%

Subgroup: Organization Type

COVID Response

As a result of the COVID-19 pandemic has your organization experienced – or is it experiencing – any of the following:

Experienced:	Yes, this has or is happening	No, but I expect this to happen	No, and I don't expect this to happen	Don't know/ N/A
Moved to a virtual working environment at one or more location(s) or facility(ies)	83%	12%	5%	0%
Shifted staff from other services or projects to COVID-19 management efforts	53%	15%	30%	2%
Halted or delayed some services or projects	85%	8%	8%	0%
Added new services or projects to focus on a COVID-19 response	78%	16%	5%	0%
Reduced staff levels (e.g., conducted layoffs)	15%	22%	62%	1%
Re-allocated funding from existing services or projects to focus on a COVID-19 response	58%	20%	20%	2%
Tapped into reserves (e.g., rainy day fund, board designated reserves, etc.)	33%	27%	36%	4%
Experienced an increase in the demand for your programs and services	51%	27%	20%	2%
Experienced a decrease in demand for your programs and services	29%	15%	52%	5%
Experienced a decrease in earned revenue (e.g., fee for service, contracts, etc.)	48%	22%	25%	6%
Experienced a decrease in contributed revenue (e.g., foundation grants, individual donations, etc.)	39%	27%	28%	5%
Experienced reduced capacity (e.g., staff or volunteer absences)	48%	21%	30%	0%

What are your other funders doing to support your organization's efforts to respond to the impact of COVID-19?

Experienced the following forms of supports:	Yes	No
Converting restricted grant to unrestricted funding	18%	82%
Accelerating payment schedules on grants	9%	91%
Increasing size of current grants	15%	85%
Providing supplemental grants	46%	54%
Extending the timeframe of current grant(s) without penalty	48%	52%
Allowing goals of current grant(s) to shift	59%	41%
Waiving or making reporting deadlines flexible	53%	47%
Communicating one-on-one with you about the effect of COVID-19 on your organization	85%	15%
Providing helpful information about their responses to COVID-19	75%	25%
Other (please describe):	58%	42%

To explore grantees' responses to "Other" in the above question, please click here.

Do any of the following characteristics describe your experience of the Foundation's response to COVID-19?

The response	Strongly disagree	Slightly disagree	Neither agree nor disagree	Slightly agree	Strongly agree
Is clear	8%	3%	4%	11%	73%
Is rapid enough to allow the continuation of our most important work	7%	6%	3%	17%	67%
Addresses ways in which this crisis can disproportionately affect historically vulnerable or marginalized populations	12%	3%	6%	19%	60%
Allows my organization to address the needs of those who are at greater risk as a result of COVID-19	8%	4%	7%	20%	61%
Communicates a willingness to hear from my organization	9%	1%	0%	7%	82%

Customized Questions

Please respond to the below statements regarding your organization's funding history. - Overall

The current IAF grant is the first time our organization has received funding from...

An international donor	IAF 2020
No	83%
Yes	17%

The U.S. Government	IAF 2020
No	33%
Yes	67%

Please respond to the below statements regarding your organization's funding history. - by Subgroup

The current IAF grant is the first time our organization has received funding from...

An international donor (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
No	71%	87%	89%	100%
Yes	29%	13%	11%	0%

The U.S. Government (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
No	18%	41%	25%	56%
Yes	82%	59%	75%	44%

My organization is working in at least one community with the presence of organized crime and/or gangs.

My organization is working in at least one community with the presence of organized crime and/or gangs.	IAF 2020
No	56%
Yes	44%

My organization is working in at least one community with the presence of organized crime and/or gangs. (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
No	58%	53%	67%	60%
Yes	42%	47%	33%	40%

Working with IAF

Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources.

1 = Not at all useful   **7** = Extremely useful

■ IAF 2020 ■ IAF 2017 ■ IAF 2014 ■ IAF 2011

The IAF's reputation to lend credibility to your efforts

IAF 2020	6.35
IAF 2017	6.28
IAF 2014	6.24
IAF 2011	6.20

Suggested funders you should contact

IAF 2020	5.35
IAF 2017	5.46
IAF 2014	5.55
IAF 2011	5.17

Introductions to other potential funders in person, or via email, letter, or telephone

IAF 2020	4.95
IAF 2017	5.40
IAF 2014	5.30
IAF 2011	5.06

Funded specialized fundraising expertise for your organization as part of the grant

IAF 2020	4.78
IAF 2017	5.14
IAF 2014	5.26
IAF 2011	4.96

Cohort: None   **Past results:** on

Please rate the usefulness of the following forms of support the IAF has provided to help you obtain financial or non-financial assistance from other sources. - By Subgroup

| **1** = Not at all useful | **7** = Extremely useful |

■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

The IAF's reputation to lend credibility to your efforts

- Grassroots organization: 6.39
- Grassroots supporting NGOs: 6.38
- Community Foundations: 5.78
- Other: 6.24

Suggested funders you should contact

- Grassroots organization: 5.49
- Grassroots supporting NGOs: 5.29
- Community Foundations: 4.67
- Other: 5.54

Introductions to other potential funders in person, or via email, letter, or telephone

- Grassroots organization: 5.02
- Grassroots supporting NGOs: 4.90
- Community Foundations: 4.33
- Other: 5.21

Funded specialized fundraising expertise for your organization as part of the grant

- Grassroots organization: 5.05
- Grassroots supporting NGOs: 4.60
- Community Foundations: 4.75
- Other: 4.69

Subgroup: Organization Type

How has working with the IAF affected your opinion of the United States?

| **1** = Significantly worsened my opinion | **4** = Has had no impact on my opinion | **7** = Significantly improved my opinion |

■ IAF 2020 ■ IAF 2017 ■ IAF 2014 ■ IAF 2011

- IAF 2020: 5.60
- IAF 2017: 5.61
- IAF 2014: 5.54
- IAF 2011: 5.65
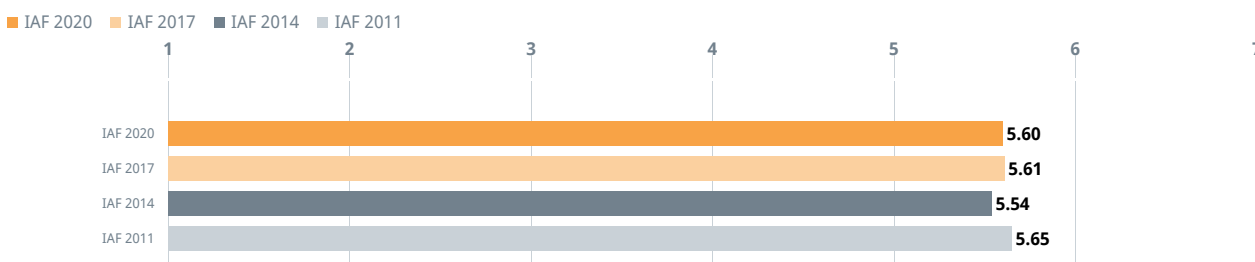
Cohort: None   **Past results:** on

How has working with the IAF affected your opinion of the United States? - By Subgroup

1 = Significantly worsened my opinion   **4** = Has had no impact on my opinion   **7** = Significantly improved my opinion

■ Grassroots organization   ■ Grassroots supporting NGOs   ■ Community Foundations   ■ Other

Grassroots organization		5.85
Grassroots supporting NGOs		5.56
Community Foundations		5.17
Other		5.11

Subgroup: Organization Type
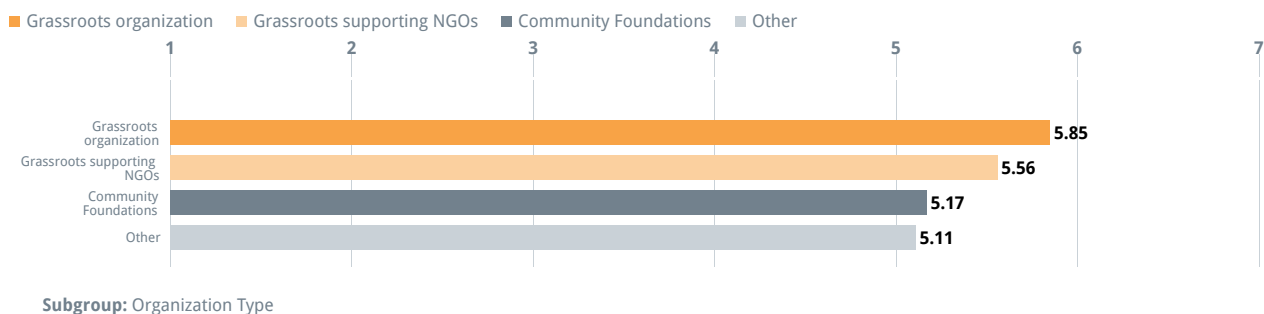
"How has working with the IAF affected your opinion of the United States?" - Distribution of Ratings

How has working with the IAF affected your opinion of the United States?	IAF 2020	IAF 2017	IAF 2014	IAF 2011
1 = Significantly worsened my opinion	0%	0%	0%	0%
2	0%	0%	0%	0%
3	0%	0%	0%	1%
4 = Had no impact on my opinion	29%	27%	30%	27%
5	15%	17%	17%	15%
6	22%	22%	23%	20%
7 = Significantly improved my opinion	34%	33%	31%	37%

How has working with the IAF affected your opinion of the United States? (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
1 = Significantly worsened my opinion	0%	0%	0%	0%
2	0%	0%	0%	0%
3	0%	0%	0%	0%
4 = Had no impact on my opinion	22%	30%	42%	44%
5	13%	16%	17%	17%
6	22%	22%	25%	22%
7 = Significantly improved my opinion	43%	32%	17%	17%

Issues Related to Migration

*Please note, in 2017 the below questions were asked only of IAF grantees in El Salvador, Guatemala, Mexico, and Honduras.

Are the communities participating in your grant activities currently considering migration to other places in your country or outside your country?

Are the communities participating in your grant activities currently considering migration to other places in your country or outside your country?	IAF 2020	IAF 2017
No	40%	18%
Yes	60%	82%

Are the communities participating in your grant activities currently considering migration to other places in your country or outside your country? (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
No	49%	34%	36%	36%
Yes	51%	66%	64%	64%

The below questions were asked only of grantees who indicate that communities participating in their grant activities are currently considering migration to other places in their country or outside their country.

Which destinations best describe where migrants from your communities migrate? (Please check all that apply).

■ IAF 2020

An urban area in my home country	
IAF 2020	79%
The United States	
IAF 2020	64%
Other countries	
IAF 2020	37%
Mexico	
IAF 2020	12%
A rural area in my home country	
IAF 2020	10%
Don't know	
IAF 2020	0%
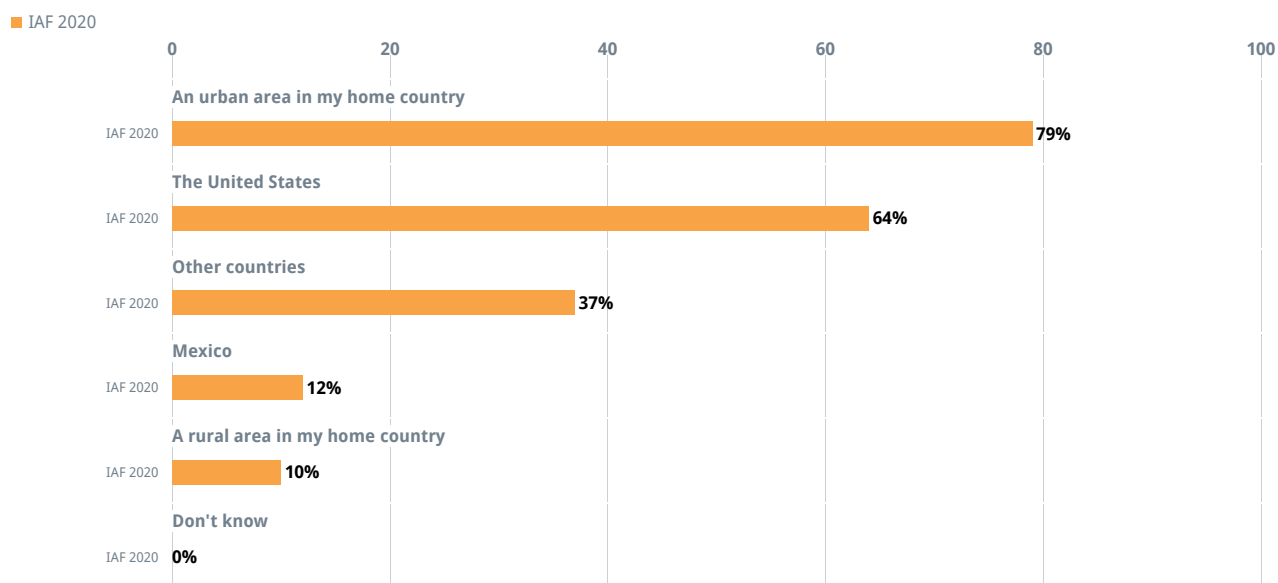
Cohort: None   **Past results:** on

Which destinations best describe where migrants from your communities migrate? (Please check all that apply). - By Subgroup

Legend: ■ Grassroots organization ■ Grassroots supporting NGOs ■ Community Foundations ■ Other

An urban area in my home country

Grassroots organization	63%
Grassroots supporting NGOs	87%
Community Foundations	71%
Other	89%

The United States

Grassroots organization	63%
Grassroots supporting NGOs	62%
Community Foundations	86%
Other	56%

Other countries

Grassroots organization	40%
Grassroots supporting NGOs	34%
Community Foundations	14%
Other	44%

Mexico

Grassroots organization	9%
Grassroots supporting NGOs	11%
Community Foundations	29%
Other	11%

A rural area in my home country

Grassroots organization	11%
Grassroots supporting NGOs	8%
Community Foundations	14%
Other	11%

Don't know

Grassroots organization	0%
Grassroots supporting NGOs	0%
Community Foundations	0%
Other	0%

Subgroup: Organization Type

Please check the reasons you are aware of that people have given for migrating: (Please check all that apply)

■ IAF 2020 ■ IAF 2017

| | 0 | 20 | 40 | 60 | 80 | 100 |

Lack of economic opportunity

| IAF 2020 | 94% |
| IAF 2017 | 97% |

Lack of hope that government will improve conditions in the country

| IAF 2020 | 59% |
| IAF 2017 | N/A |

Violence

| IAF 2020 | 46% |
| IAF 2017 | 30% |

Reuniting with family member(s) in the United States

| IAF 2020 | 18% |
| IAF 2017 | 24% |

Reuniting with family member(s) in other countries

| IAF 2020 | 9% |
| IAF 2017 | 0% |

Other

| IAF 2020 | 16% |
| IAF 2017 | 3% |
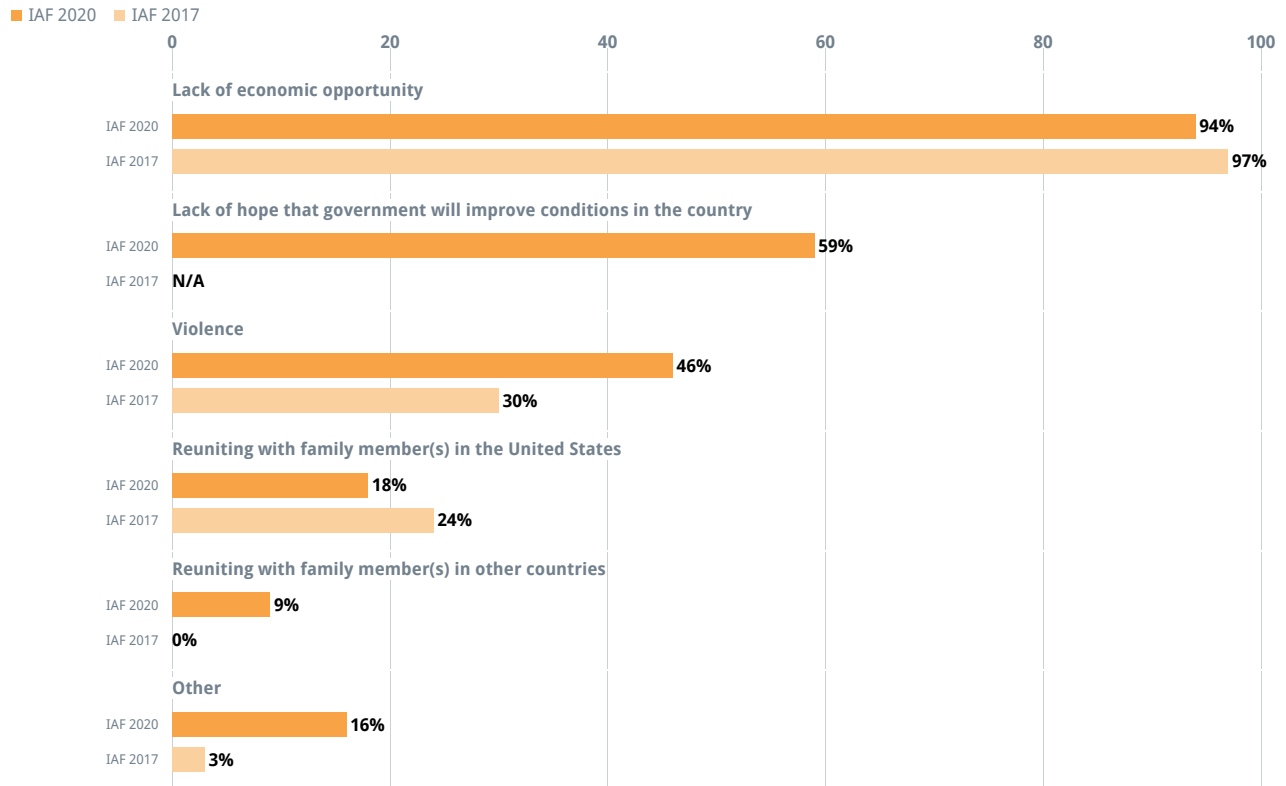
Cohort: None   **Past results:** on

Please check the reasons you are aware of that people have given for migrating: (Please check all that apply) - By Subgroup

■ Grassroots organization　■ Grassroots supporting NGOs　■ Community Foundations　■ Other

Lack of economic opportunity

Grassroots organization	91%
Grassroots supporting NGOs	93%
Community Foundations	100%
Other	100%

Lack of hope that government will improve conditions in the country

Grassroots organization	63%
Grassroots supporting NGOs	62%
Community Foundations	29%
Other	33%

Violence

Grassroots organization	43%
Grassroots supporting NGOs	46%
Community Foundations	29%
Other	56%

Reuniting with family member(s) in the United States

Grassroots organization	17%
Grassroots supporting NGOs	23%
Community Foundations	0%
Other	11%

Reuniting with family member(s) in other countries

Grassroots organization	9%
Grassroots supporting NGOs	11%
Community Foundations	0%
Other	0%

Other

Grassroots organization	11%
Grassroots supporting NGOs	15%
Community Foundations	14%
Other	33%

Subgroup: Organization Type

To what extent, if at all, has your relationship with the IAF empowered you to address these issues related to migration?

1 = Not at all　**7** = To a great extent

■ IAF 2020　■ IAF 2017

IAF 2020	5.22
IAF 2017	5.22

Cohort: None　**Past results:** on

To what extent, if at all, has your relationship with the IAF empowered you to address these issues related to migration? - By Subgroup

1 = Not at all   7 = To a great extent
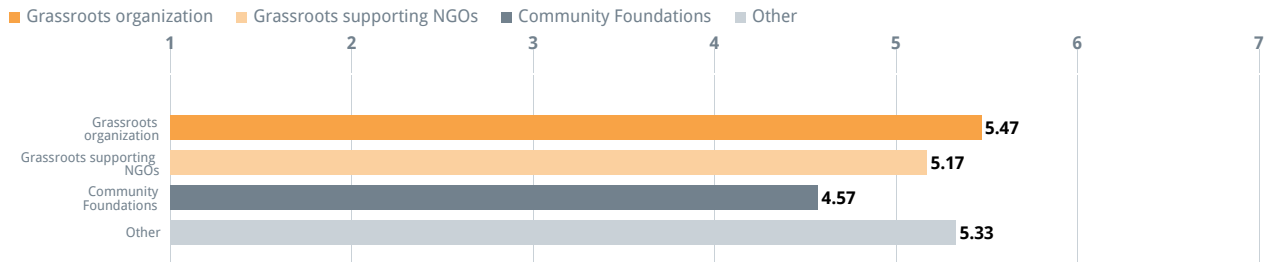
Subgroup: Organization Type

Migrants from other Countries

Has your community received a large proportion of migrants from other countries in the region over the past five years?

Has your community received a large proportion of migrants from other countries in the region over the past five years?	IAF 2020
Yes	29%
No	71%

Has your community received a large proportion of migrants from other countries in the region over the past five years? (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Yes	29%	29%	33%	24%
No	71%	71%	67%	76%

The below questions were asked only of grantees who indicate that their community has received a large proportion of migrants from other countries in the region over the past five years.

If your community has received a large proportion of migrants from other countries in the region over the past five years, where have they been mainly from? (Please check all that apply)

■ IAF 2020

	IAF 2020
Venezuela	60%
Honduras	25%
El Salvador	24%
Nicaragua	13%
Colombia	11%
Guatemala	11%
Other	25%
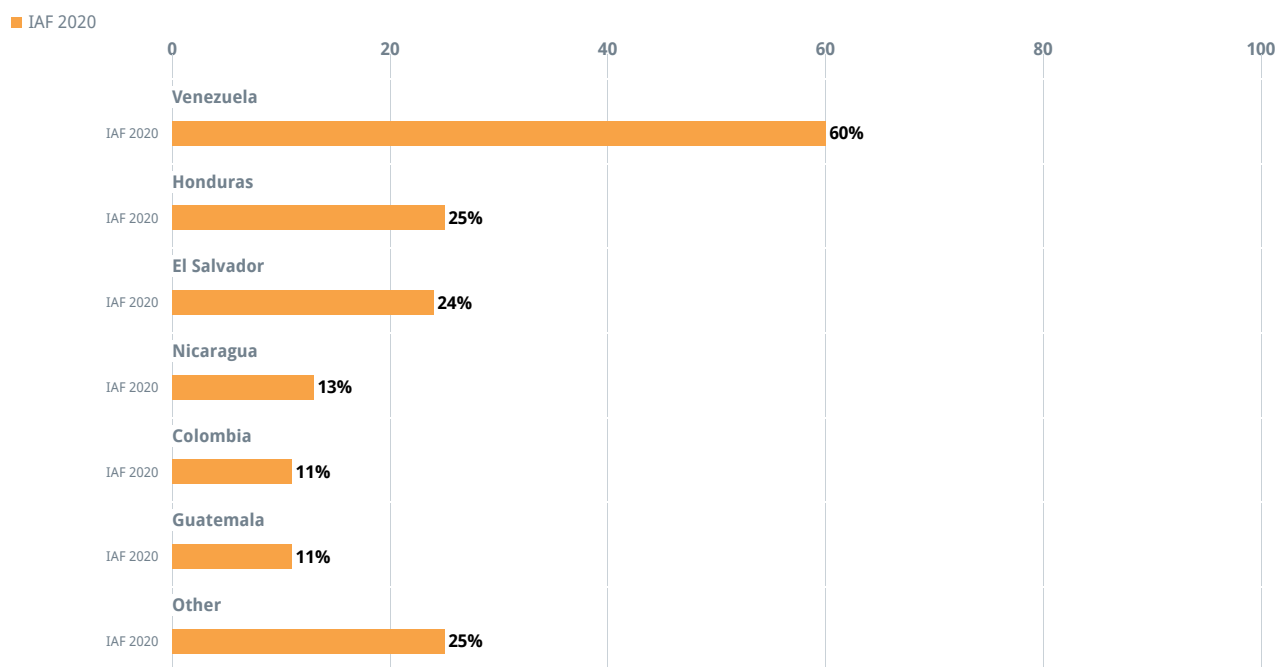
Cohort: None   **Past results:** on

If your community has received a large proportion of migrants from other countries in the region over the past five years, where have they been mainly from? (Please check all that apply) - By Subgroup

■ Grassroots organization   ■ Grassroots supporting NGOs
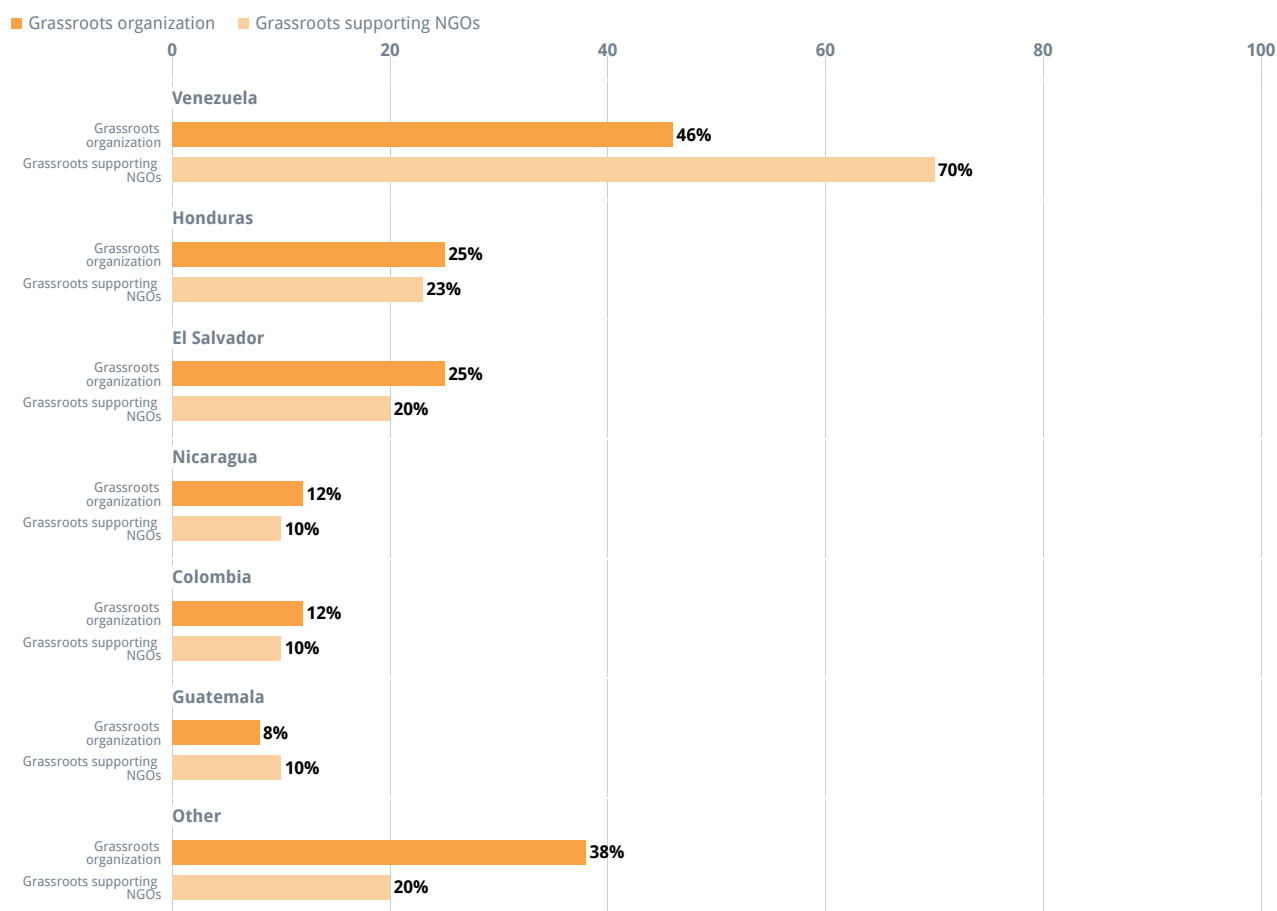
Subgroup: Organization Type

If your community has received a large proportion of migrants from other countries in the region over the past five years, how is your organization seeking to support their integration?

If your community has received a large proportion of migrants from other countries in the region over the past five years, how is your organization seeking to support their integration?	IAF 2020
My community has received migrants from the region but my organization isn't focused on supporting their integration	44%
My community has received migrants from the region and my organization is deliberately including these migrants in our programming	56%

If your community has received a large proportion of migrants from other countries in the region over the past five years, how is your organization seeking to support their integration? (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
My community has received migrants from the region but my organization isn't focused on supporting their integration	54%	40%	N/A	N/A
My community has received migrants from the region and my organization is deliberately including these migrants in our programming	46%	60%	N/A	N/A

Grantees' Open-Ended Comments

In the Grantee Perception Report survey, CEP asks three open-ended questions:

1. "Please comment on the quality of IAF's processes, interactions, and communications. Your answer will help us better understand what it is like to work with IAF."
2. "Please comment on the impact IAF is having on your field, community, or organization. Your answer will help us to better understand the nature of IAF's impact."
3. "What specific improvements would you suggest that would make IAF a better funder?"

To download the full set of grantee comments and suggestions, please refer to the "Downloads" dropdown menu at the top right of your report. Please note that some comments may be redacted or removed to protect the confidentiality of respondents.

CEP's Qualitative Analysis

CEP thoroughly reviews each comment submitted and conducts comprehensive qualitative analysis on two of these questions in the GPR.

The following pages outline the results of CEP's analyses.

Quality of Processes, Interactions and Communications

Grantees were asked to comment on the quality of IAF's processes, interactions, and communications. Their comments were then categorized by the nature of their content, specifically whether the content is positive, neutral or constructive.

For a comment to be categorized as constructive, there must have been at least one constructive topic in its content.

Positivity of Comments about the Quality of the Foundation's Processes, Interactions, and Communications

■ Positive comment   ■ Comment with at least one constructive theme

IAF 2020	85%	15%
Custom Cohort	74%	26%
Average Funder	73%	27%
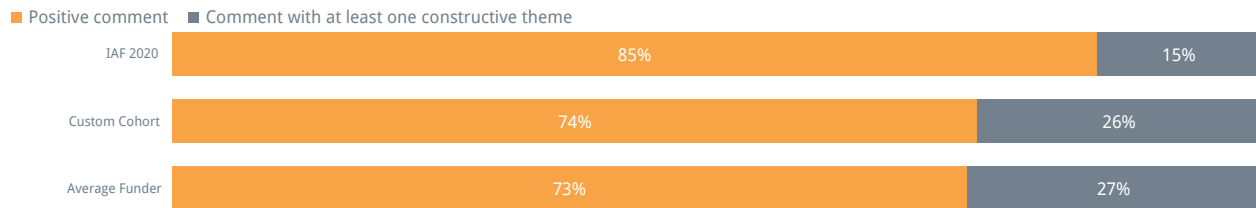
Cohort: Custom Cohort   **Past results:** on

Grantees' Suggestions

Grantees were asked to provide any suggestions for how the Foundation could improve. The response_count grantees that responded to the survey provided codesTotal constructive suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

Proportion of Grantee Suggestions by Topic

Topic of Grantee Suggestion	%
Nonmonetary Support	22%
Grantmaking Characteristics	20%
Interactions	18%
Administrative Processes	13%
Selection Process	11%
Field Impact	5%
Organization and Community Impact	5%
Reporting and Evaluation Processes	4%
Other	2%

Selected Comments

Grantees were asked to provide any suggestions for how IAF could improve. The 224 grantees that responded to the survey provided a total of 194 distinct suggestions. These suggestions were thematically categorized by CEP and grouped into the topics below.

NONMONETARY SUPPORT (22% N=42)

- **Capacity Building and Technical Assistance (N=17)**
  - "Provide greater spaces for training in strategic planning…"
  - "We think that all of the Foundation' s programs should have a component specifically dedicated to increasing the capacity of the recipient organization."
  - "Organize sessions to strengthen organizational and institutional capacity in the recipient organizations."

- **Convenings and Collaboration (N=17)**
  - "I think it would be good to generate participatory mechanisms between past, current, and potential grantees, in relation to the priorities of the organization and the type of problems it plans to work on."
  - "Our suggestion would be to further link different projects with common objectives both nationally and internationally, thematic working groups, virtual exchange forums, systematizations of experiences, thematic seminars of interest of the beneficiaries."
  - "We would like you to be more involved in building networks at the regional level of Latin America, enhancing exchanges and networks, to move beyond a local perspective and scale successful experiences."

- **Assistance Obtaining Funding from Other Sources (N=7)**
  - "Working with us in processes to leverage funds with other donors."
  - "Support to raise other funds."

- **Other (N=1)**

GRANTMAKING CHARACTERISTICS (20% N=39)

- **Grant Length and Continuation of Funding (N=22)**
  - "Normally the maximum time for cooperative partnerships defined by the IAF is three years. In the situation we are currently experiencing, I would consider an extension of these times of cooperative partnerships."
  - "In the event that an organization intends to continue its organizational process partnering with the IAF, that there be a possibility to develop and received a new donation proposal in the last half of the agreement so as not to cut the organization's process for long."
  - "Given IAF's quality as a donor [we] would expect it to support us financially and technically for at least five more years.."

- **Grant Size (N=8)**
  - "I recommend that the IAF increase the budgets for the type of project we develop, since our territory or region has great deficiencies"
  - "That the amount of donations be higher, in today's environment I would classify donations of approximately 50,000 to 150,000 dollars online as 'small donations.'"

- **Grant Restrictions (N=7)**
  - "Greater flexibility in terms of the budget in this new context of Covid in order to meet the new challenges."
  - "Because of the context we are experiencing due to COVID-19, an extension of the project period has been requested to meet activities and objectives. But you won't get a salary; it would be good to take this into account."
  - "Be more flexible with the matching funds from the grantee organizations."

- **Other (N=2)**

INTERACTIONS (18% N=28)

- **More Frequent and More Responsive Communication (N=20)**
  - "Have more communication and follow-up from the country manager to be able to analyze challenges presented in the subsidy granted together."
  - "More direct and in-person support with grantees."
  - "That communication and responses be smooth and timely, taking into account the conditions and realities of each grantee and of the country."

- **More Site Visits (N=6)**
  - "Visit at least once a year, to verify and learn about the outcomes obtained..."

  - "The Foundation should make more field visits. We see that the beneficiaries feel reassured when there is a closer assessment of the donor/funding organization. We also consider that such visits make them feel more involved in the project and valued."

- **Increase Staff Levels (N=4)**
  - "Increase the staff in our country for better advice and to know a little more about the impact it is generating."

  - "More IAF staff to support the revision of proposals and amendments, which would allow for a more rapid response."

- **Other (N=6)**

ADMINISTRATIVE PROCESSES (13% N=25)

- **Streamline and Improve Administrative Processes (N=12)**
  - "Expedite the administrative procedures; they are often slow."

  - "Facilitate bureaucratic processes so that it doesn't take as long for requests or changes made."

  - "Reduce the bureaucratic burden of managing the agreements, simplifying the administrative management tools and the monitoring indicators."

- **More Adaptable Processes (N=8)**
  - "Understand that we are in constant movement, so changes need to be made."

  - "Be more empathetic to the degree possible when grantees have difficulty meeting the targets of the agreement."

- **Other (N=5)**

SELECTION PROCESS (11% N=22)

- **Time Between Submission of Proposal and Clear Commitment of Funding (N=11)**
  - "A more immediate response to project requests submitted."

  - "I believe that everything would be fine if it expedited its processes of selection and approval of the projects and/or their amendments."

  - "Approve projects more quickly."

- **Provide Clearer Funding Guidelines (N=4)**
  - "Unify criteria and guidelines among representatives by country to achieve actions guided by common institutional policies."

- **Streamline Application Process (N=3)**
  - "Streamline the administrative and legal process of approval of proposals."

  - "The selection process should not be so long."

- **Other (N=4)**

FIELD IMPACT (5% N=11)

- **Adjust and Expand Field Focus (N=11)**
  - "Support initiatives that generate fair sources of paid work to prevent emigration to work."

  - "Support or channel scholarships for low-income youth and children."

  - "Work with our organizations in political advocacy actions in relation to rights that do not compromise their principles."

ORGANIZATION AND COMMUNITY IMPACT (5% N=10)

- **Understand Organizations and Communities (N=6)**
  - "Immerse themselves a little more on the topics that are worked on from the organizations it supports."

  - "Understanding and recognizing certain limitations as a Civil Society Organization grantee."

- **Community and Organization Orientation (N=3)**
  - "I suggest that donations be granted to the grassroots organizations."

- **Other (N=1)**

REPORTING AND EVALUATION PROCESSES (4% N=8)

- **Streamline and Improve Reporting and Evaluation Processes (N=3)**
  - "Decreased evaluation times."

  - "Improve or adapt the baseline framework and indicator reports."

- **Other (N=1)**

OTHER (2%)

Contextual Data

Grantmaking Characteristics

Length of Grant Awarded	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Average grant length	3.8 years	4.4 years	3.8 years	3.4 years	2.2 years	2.4 years

Length of Grant Awarded	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
1 year	5%	1%	4%	6%	43%	27%
2 years	19%	9%	11%	21%	24%	35%
3 years	34%	32%	46%	48%	20%	25%
4 years	12%	13%	19%	12%	4%	4%
5 or more years	30%	44%	21%	12%	9%	9%

Was the funding you received restricted to a specific use?	IAF 2020	Average Funder
No, this funding was not restricted to a specific use (i.e. general operating, core support)	15%	22%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	85%	78%

Grantmaking Characteristics - By Subgroup

Length of Grant Awarded (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Average grant length	4 years	3.9 years	2.1 years	3.2 years

Length of Grant Awarded (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
1 year	5%	4%	17%	6%
2 years	17%	20%	42%	11%
3 years	33%	33%	42%	50%
4 years	12%	13%	0%	17%
5 or more years	34%	31%	0%	17%

Was the funding you received restricted to a specific use? (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
No, this funding was not restricted to a specific use (i.e. general operating, core support)	22%	11%	0%	17%
Yes, this funding was restricted to a specific use (e.g. supported a specific program, project, capital need, etc.)	78%	89%	100%	83%

Grant Size

Grant Amount Awarded	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median grant size	$225K	$258.9K	$225K	$234.1K	$100K	$237.5K

Grant Amount Awarded	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Less than $10K	12%	13%	16%	1%	9%	2%
$10K - $24K	0%	0%	0%	1%	12%	4%
$25K - $49K	1%	3%	3%	6%	12%	8%
$50K - $99K	6%	1%	7%	9%	15%	15%
$100K - $149K	10%	7%	3%	9%	9%	8%
$150K - $299K	35%	35%	41%	49%	16%	20%
$300K - $499K	22%	22%	26%	25%	9%	15%
$500K - $999K	10%	18%	2%	1%	8%	13%
$1MM and above	2%	1%	1%	0%	9%	13%

Median Percent of Budget Funded by Grant (Annualized)	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Size of grant relative to size of grantee budget	40%	45%	52%	39%	4%	7%

Grant Size - By Subgroup

Grant Amount Awarded (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Median grant size	$217.2K	$240.4K	$133.4K	$244.2K

Grant Amount Awarded (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Less than $10K	12%	13%	9%	11%
$10K - $24K	0%	1%	0%	0%
$25K - $49K	2%	0%	9%	0%
$50K - $99K	7%	6%	0%	6%
$100K - $149K	14%	5%	45%	6%
$150K - $299K	34%	37%	18%	44%
$300K - $499K	22%	22%	9%	22%
$500K - $999K	7%	13%	9%	11%
$1MM and above	1%	3%	0%	0%

Median Percent of Budget Funded by Grant (Annualized) (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Size of grant relative to size of grantee budget	70%	38%	15%	14%

Grantee Characteristics

Operating Budget of Grantee Organization	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Median Budget	$0.2M	$0.1M	$0.1M	$0.2M	$1.5M	$1.5M

Operating Budget of Grantee Organization	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
<$100K	42%	44%	45%	34%	8%	12%
$100K - $499K	34%	38%	34%	43%	18%	18%
$500K - $999K	11%	16%	13%	10%	13%	13%
$1MM - $4.9MM	11%	1%	7%	9%	30%	28%
$5MM - $24MM	3%	1%	0%	2%	19%	16%
>=$25MM	0%	0%	1%	2%	12%	14%

Grantee Characteristics - By Subgroup

Operating Budget of Grantee Organization (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Median Budget	$0.1M	$0.1M	$0.4M	$0.4M

Operating Budget of Grantee Organization (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
<$100K	58%	36%	20%	18%
$100K - $499K	30%	37%	40%	35%
$500K - $999K	5%	13%	10%	24%
$1MM - $4.9MM	4%	12%	30%	24%
$5MM - $24MM	3%	3%	0%	0%
>=$25MM	0%	0%	0%	0%

Funding Relationship

Pattern of Grantees' Funding Relationship with IAF	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
First grant received from IAF	51%	54%	62%	78%	29%	34%
Consistent funding in the past	40%	36%	24%	8%	54%	48%
Inconsistent funding in the past	9%	10%	14%	13%	18%	18%

Funding Status	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Percent of grantees currently receiving funding from IAF	94%	78%	88%	92%	82%	78%

Funding Relationship - by Subgroup

Funding Status (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
Percent of grantees currently receiving funding from IAF	90%	95%	100%	100%

Pattern of Grantees' Funding Relationship with IAF (By Subgroup)	Grassroots organization	Grassroots supporting NGOs	Community Foundations	Other
First grant received from IAF	63%	46%	50%	39%
Consistent funding in the past	32%	45%	33%	50%
Inconsistent funding in the past	5%	9%	17%	11%

Grantee Demographics

Job Title of Respondents	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Executive Director	50%	46%	46%	44%	47%	44%
Other Senior Management	10%	9%	8%	9%	17%	18%
Project Director	28%	24%	24%	26%	13%	20%
Development Director	0%	2%	2%	3%	8%	6%
Other Development Staff	6%	5%	4%	2%	8%	9%
Volunteer	0%	0%	1%	1%	1%	0%
Other	5%	14%	15%	15%	5%	3%

Please select the option that represents how you best describe yourself:	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Average Funder	Custom Cohort
Female	42%	39%	46%	42%	63%	57%
Male	55%	58%	54%	58%	34%	38%
Prefer to self-identify	2%	2%	0%	0%	0%	1%
Prefer not to say	1%	1%	1%	1%	3%	3%

Funder Characteristics

Financial Information	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total assets	$45.7M	$32.1M	$37.5M	$46.2M	$243M	$4509.9M
Total giving	$16.3M	$16.9M	$15.4M	$15M	$17.5M	$198.9M

Funder Staffing	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Total staff (FTEs)	42	42	38	44	16	78
Percent of staff who are program staff	53%	64%	39%	45%	42%	43%

Grantmaking Processes	IAF 2020	IAF 2017	IAF 2014	IAF 2011	Median Funder	Custom Cohort
Proportion of grants that are invitation-only	0%	0%	90%	0%	43%	87%
Proportion of grantmaking dollars that are invitation-only	0%	0%	85%	0%	60%	90%

Additional Survey Information

On many questions in the grantee survey, grantees are allowed to select "don't know" or "not applicable" if they are not able to provide an alternative answer. In addition, some questions in the survey are only displayed to a select group of grantees for which that question is relevant based on a previous response.

As a result, there are some measures where only a subset of responses is included in the reported results. The table below shows the number of responses included on each of these measures. The total number of respondents to IAF's grantee survey was 224.

Question Text	Number of Responses
Overall, how would you rate the Foundation's impact on your field?	221
How well does the Foundation understand the field in which you work?	220
To what extent has the Foundation advanced the state of knowledge in your field?	216
To what extent has the Foundation affected public policy in your field?	196
Overall, how would you rate the Foundation's impact on your local community?	218
How well does the Foundation understand the local community in which you work?	220
How well does the Foundation understand the social, cultural, or socioeconomic factors that affect your work?	219
How well does the Foundation understand your organization's strategy and goals?	219
How consistent was the information provided by different communication resources, both personal and written, that you used to learn about the Foundation?	207
How well do you understand the way in which the work funded by this grant fits into the Foundation's broader efforts?	219
How often do/did you have contact with your program officer during this grant?	223
Who most frequently initiated the contact you had with your program officer during this grant?	223
Did the Foundation conduct a site visit during the selection process or during the course of this grant?	218
Has your main contact at the Foundation changed in the past six months?	221
Did you submit a proposal to the Foundation for this grant?	224
As you developed your grant proposal, how much pressure did you feel to modify your organization's priorities in order to create a grant proposal that was likely to receive funding?	218
How much time elapsed from the submission of the grant proposal to clear commitment of funding?	211
Are you currently receiving funding from the Foundation?	218
Which of the following best describes the pattern of your organization's funding relationship with the Foundation?	222
How well does the Foundation understand your intended beneficiaries' needs?	223
To what extent do the Foundation's funding priorities reflect a deep understanding of your intended beneficiaries' needs?	219
Have you participated in a reporting or evaluation process?	222
To what extent was the Foundation's reporting process...Adaptable, if necessary, to fit your circumstances?	197
To what extent was the Foundation's reporting process...A helpful opportunity for you to reflect and learn?	206
To what extent was the Foundation's reporting process...Relevant, with questions and measures pertinent to the work funded by this grant?	203
To what extent was the Foundation's reporting process...Straightforward?	196
To what extent was the Foundation's reporting process...Aligned appropriately to the timing of your work ?	0
Did the Foundation provide financial support for the evaluation?	142
To what extent did the evaluation...Result in you making changes to the work that was evaluated?	153
To what extent did the evaluation...Incorporate your input in the design of the evaluation?	147
To what extent did the evaluation...Generate information that you believe will be useful for other organizations?	150
Funder-Grantee Relationships Summary Measure	200
Understanding Summary Measure	220

Question Text	Number of Responses
To what extent did the Foundation exhibit the following during this grant…Trust in your organization's staff	222
To what extent did the Foundation exhibit the following during this grant…Candor about the Foundation's perspectives on your work	221
To what extent did the Foundation exhibit the following during this grant…Respectful interaction	221
To what extent did the Foundation exhibit the following during this grant…Compassion for those affected by your work	223
Was the funding you received restricted to a specific use?	221
If you have ever requested support from the Foundation to help strengthen your organization, how did you determine what specific support to ask for?	
Based on what the Foundation told your organization to request	221
Based on what your organization believes the Foundation would be willing to fund	221
Based on what your organization needs	221
Based on the results of an assessment or evaluation	221
Not applicable - I have never requested support from the Foundation to strengthen my organization	221

About CEP and Contact Information

Mission:

To provide data and create insight so philanthropic funders can better define, assess, and improve their effectiveness – and, as a result, their intended impact.

Vision:

We seek a world in which pressing social needs are more effectively addressed.

We believe improved performance of philanthropic funders can have a profoundly positive impact on nonprofit organizations and the people and communities they serve.

Although our work is about measuring results, providing useful data, and improving performance, our ultimate goal is improving lives. We believe this can only be achieved through a powerful combination of dispassionate analysis and passionate commitment to creating a better society.

About the GPR

Since 2003, the Grantee Perception Report® (GPR) has provided funders with comparative, candid feedback based on grantee perceptions. The GPR is the only grantee survey process that provides comparative data, and is based on extensive research and analysis. Hundreds of funders of all types and sizes have commissioned the GPR, and tens of thousands of grantees have provided their perspectives to help funders improve their work. CEP has surveyed grantees in more than 150 countries and in 8 different languages.

The GPR's quantitative and qualitative data helps foundation leaders evaluate and understand their grantees' perceptions of their effectiveness, and how that compares to their philanthropic peers.

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